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ABSTRACT

The twelfth volume of the introduction to psychology and leadership course (see the final reports which summarize the development project, EM 010 418, EM 010 419, and EM 010 484) concentrates on applied leadership and is presented in four separate documents. This document is a self instructional text which can be used with computer assisted instruction and which has intrinsically programed sections. EM 010 444, EM 010 446, and EM 010 447 are the other documents in the volume, and EM 010 420 through EM 010 443 and EM 010 451 through EM 010 512 are related documents. (SH)

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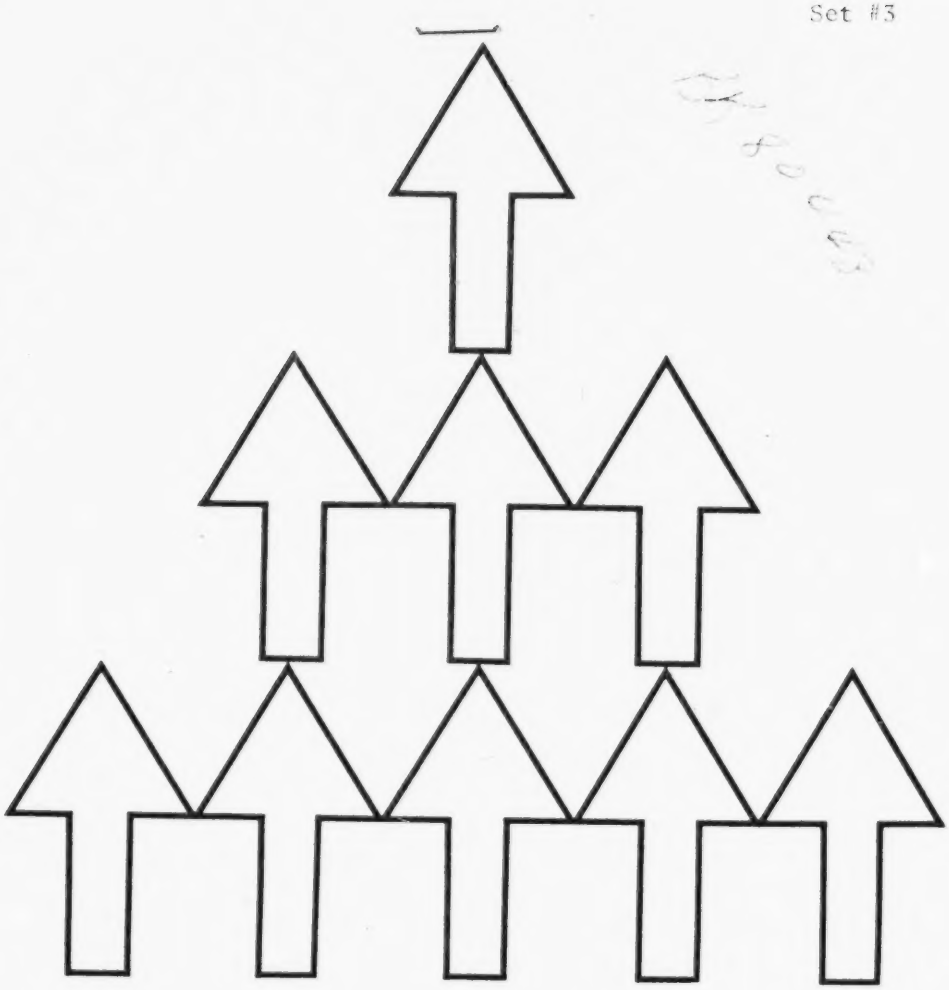

Introduction To Psychology And Leadership

Volume XII-B

Applied Leadership

EM 010 445

ED 071303

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment II

Volume XII-B

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Annapolis, Maryland

1971

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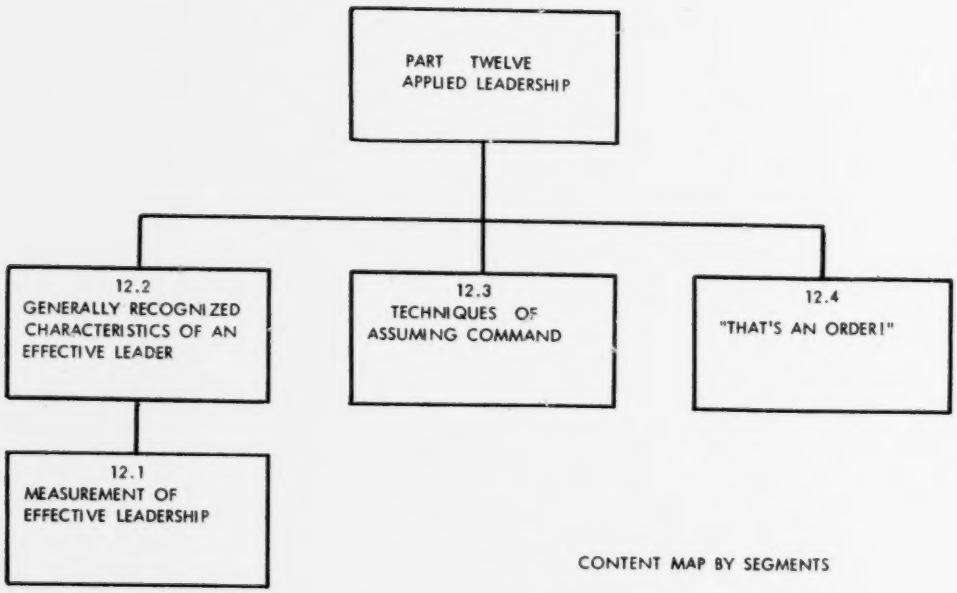


CONTENT MAP BY SEGMENTS

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment II

Generally Recognized Characteristics of an Effective Leader

Intrinsically Programed Booklet

(HHIPB)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

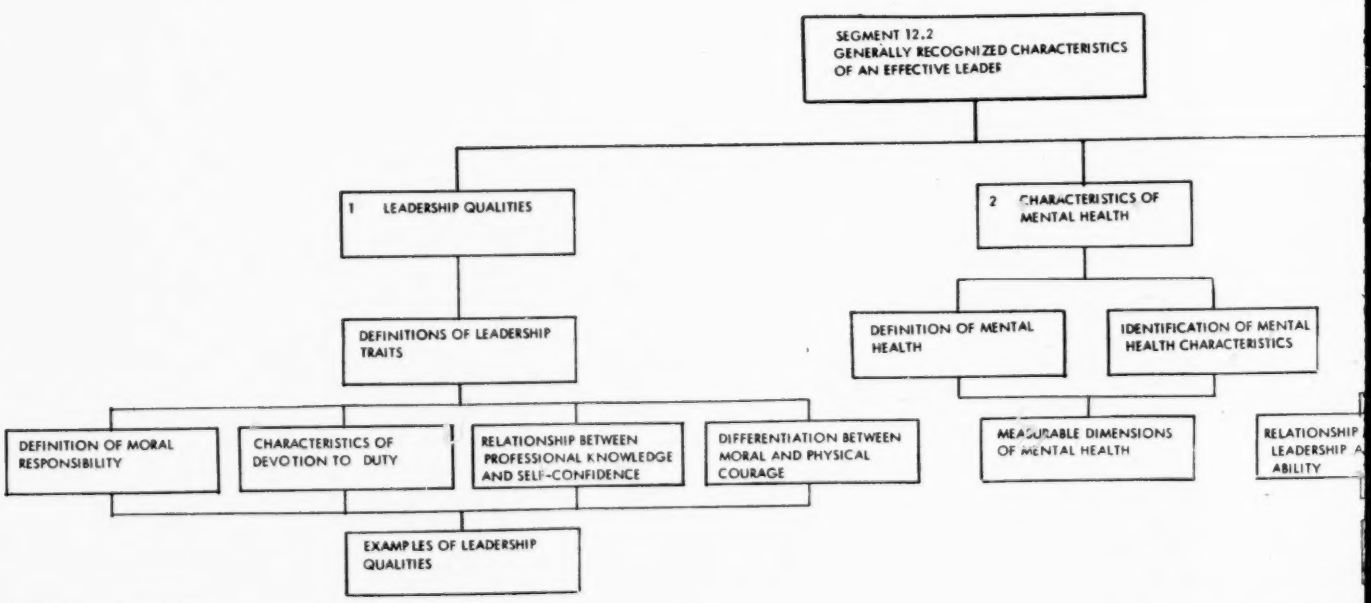
1971

FOREWORD

"A leader is a man who has the ability to get other people to do what they don't want to do, and like it."

Harry S. Truman

In this segment you will be given actual examples that require the leader to exercise his judgment in matters of moral responsibility, moral and physical courage, and other major tests of leadership. This segment summarizes some of the many facets of personality, personal behavior, ability, and characteristics that make up the people entrusted to a leader's guidance. You should also be aware of the continuing need for evaluation of yourself, your men and the job to be done.



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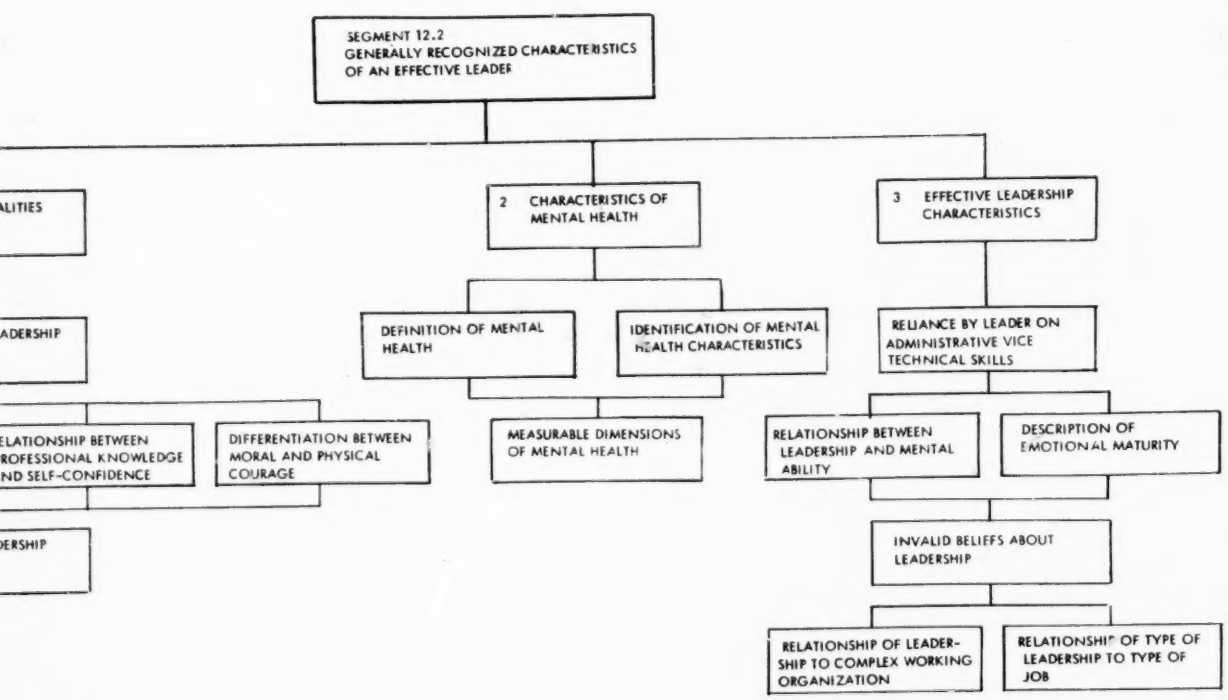
SEGMENT 12.2
GENERALLY RECOGNIZED CHARACTERISTICS OF AN EFFECTIVE LEADER
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ADERSHIP
ELATIONSHIP BETWEEN ROFESSIONAL KNOWLEDGE ND SELF-CONFIDENCE
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DESCRIPTION OF EMOTIONAL MATURITY
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RELATIONSHIP OF LEADER-SHIP TO COMPLEX WORKING ORGANIZATION
RELATIONSHIP OF TYPE OF LEADERSHIP TO TYPE OF JOB

GENERALLY RECOGNIZED CHARACTERISTICS OF AN EFFECTIVE LEADER

In the last segment, you learned that the leadership qualities of a young officer are constantly being measured by his seniors. In addition to heeding their evaluation, a young officer should himself evaluate his own leadership qualities and effectiveness. This segment will describe the qualities and ideas which you, as a prospective naval officer, should use in evaluating your own level of leadership. These points should not be used as a rigidly prescribed "inspection tool." No man is expected to excel in each and every quality. But the more qualities in which he can excel, the more effective his leadership will be.

Within this segment on Generally Recognized Characteristics of an Effective Leader you will receive material on the following subjects: generally recognized leadership qualities, mental health, and the characteristics of an effective leader.

Let's look at leadership qualities which the young officer can use in evaluating his own level of leadership.

(Go to page 2.)

1) MORAL RESPONSIBILITY: Personal codes of conduct which do not permit leaders to exploit their abilities and positions to the detriment of their fellowmen.

Article 0702A of Navy Regulations lists the moral qualities of conduct and performance expected not only of its leaders but of all persons in the naval service. Now read the following direct quote of Article 0702A.

0702A. Commanders' Duties of Example and Correction.

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge."

(NavRegs, Art. 0702A)

(Go to page 3.)

Now read the quote from Navy Regulations, Article 0701(1) which states the commander's responsibility.

"The responsibility of the commanding officer for his command is absolute, except when, and to the extent, relieved therefrom by competent authority, or as provided otherwise in these regulations. The authority of the commanding officer is commensurate with his responsibility, subject to the limitations prescribed by law and these regulations. While he may, at his discretion, and when not contrary to law or regulations, delegate authority to his subordinates for the execution of details, such delegation of authority shall in no way relieve the commanding officer of his continued responsibility for the safety, well-being, and efficiency of his entire command."

(NavRegs, Art. 0701[1])

(Go to page 7.)

Your Answer: a, b or d

All the leaders listed were effective, but Hitler, Mussolini, and Blackbeard were ruthless, selfish, deceitful, and motivated by self-gain. They brought immeasurable disaster and ruin upon men and social institutions.

(Go to page 5.)

Your Answer: c

Washington, Lincoln and Jones used their leadership qualities to move men towards a greater sense of responsibility, honor, dignity, and self-respect so that the world might be a better place in which to live.

(Go to page 6.)

2) LOYALTY: A true, faithful, strong devotion to one's country, one's superiors, and one's subordinates.

The degree of loyalty a division officer shows toward his division has a direct bearing on the morale of his men. The officer who has not earned the loyalty of his men cannot expect to receive that little extra effort above the call of duty which is often necessary to accomplish a mission.

3) DEVOTION TO DUTY: Loyalty to the job or position one holds

Each officer and enlisted man is expected to place duty above self. Everyone must do his duty to the best of his ability, not because of the personal gain involved, but because that is the most expeditious and perhaps only way of accomplishing the mission. Inherent to this concept is the need for each officer and enlisted man to take orders quickly and cheerfully.

(Go to page 8.)

Select the leaders from the list below who had a high sense of moral responsibility.

1) George Washington

2) Mussolini

3) Hitler

4) Abraham Lincoln

5) Blackbeard

6) John Paul Jones

a. 1, 2, 4, 6 (Go to page 4.)

b. 1, 3, 4 (Go to page 4.)

c. 1, 4, 6 (Go to page 5.)

d. 2, 3, 4, 5 (Go to page 4.)

There are four junior officers, equally well qualified, assigned to the engineering department of a new cruiser undergoing at-sea trials after an extensive shipyard modification. All of the junior officers are newly married and their wives are all in the ship's home port expecting their first child. During the sea trials an engineering problem develops that will require the full-time attention of one of the junior officers when the ship returns to home port. When these four junior officers are approached with the problem, there are four different responses.

Select the response that indicates devotion to duty.

a. Aye! Aye! Sir I'll do it. (Go to page 10.)

b. Aye! Aye! Sir I'll do it if I have to. (Go to page 11.)

c. Aye! Aye! Sir I'll do it if it's an order. (Go to page 11.)

d. Aye! Aye! Sir I'll do it if I have to but I really don't care one way or the other. (Go to page 11.)

4) PROFESSIONAL KNOWLEDGE: Thorough knowledge of one's job, which has taken time and experience to attain.

Senior officers will provide assistance to a junior officer while insisting that he do his duty and master his job as quickly as possible. His petty officers, too, will teach the junior officer if he shows the inclination to benefit from their experience. IT PAYS TO BE WILLING TO LISTEN TO ADVICE AND SUGGESTIONS.

(Go to page 14.)

Your Answer: a

Aye! Aye! Sir I'll do it.

This response indicates that the junior officer has the quality of devotion to duty. He is willing to put his duty before himself and perform to the best of his ability.

(Go to page 9.)

Your Answer: b, c or d

Although the officer is indicating a willingness to do the job he does not exhibit devotion to duty. The officer who answers "Aye! Aye! Sir I'll do it" exhibits this quality. He is willing to put duty before himself and perform to the best of his ability.

(Go to page 9.)

Your Answer: b

There is evidence that the catapult officer promotes and safeguards the morale and general welfare of his men and he demonstrates responsibility for the efficiency of his division. All of these are indicators of MORAL RESPONSIBILITY.

(Go to page 17.)

Your Answer: d

RIGHT!

(Go to page 19.)

ABLE ATKINS

The Catapult Officer aboard a CVA, LT Atkins, takes a sincere interest in his men. He lets the men know that he is not as well qualified as they are in their technical specialities, but he has some understanding and will be able to help in problem cases. He proves this by advising his men and helping them solve problems in their fields. This establishes a productive working atmosphere and results in the catapult division having an excellent performance record.

This officer expects a lot from his men, but he never expects more than he himself gives. He gives himself to his duty 100% at all times and receives 100% effort in return. He respects his men and their dignity, realizing the drudgery and boredom of their work and appropriately rewards them whenever feasible. He stands up for his men when any of his superiors question their actions. Above all else, his men respect him.

Some leadership qualities are displayed below. Select the lettered choice that indicates the quality/qualities that is/are described in the narration above.

a. 1 (Go to page 15.)	1) Moral responsiblity
b. 2, 3 (Go to page 12.)	2) Loyalty
c. 1, 2, 4 (Go to page 16.)	3) Devotion to duty
d. 1, 2, 3, 4 (Go to page 13.)	4) Professional knowledge

Your Answer: a

The catapult officer shows LOYALTY toward his division by standing up for his men. He respects his men and their dignity, realizing the drudgery and boredom of their work and rewards them whenever feasible.

It appears that he earns the loyalty of his men in return because the men make a 100% effort.

(Go to page 16.)

Your Answer: c

The catapult officer demonstrates DEVOTION TO DUTY by giving 100% of himself at all times. He receives 100% effort in return. All members of the catapult division are working to the best of their ability.

(If your answer is a go to page 17.)
(If your answer is c go to page 19.)

The catapult officer indicates to his men that he has some understanding of their specific work areas by advising them and aiding them in solving problems. The catapult officer demonstrates PROFESSIONAL KNOWLEDGE.

(Go to page 19.)

Your Answer: d

None of the above

You're right! None of the statements is correct because they assume that professional knowledge automatically ensures self-confidence and the ability to use this knowledge. It does not. The ability to use one's knowledge requires self-confidence. Self-confidence is a quality that grows as the individual learns more about himself. The junior officer must develop confidence in himself so that he will be able to use his professional knowledge fully.

In the example given, LT Tops appears to have balanced his professional knowledge and his self-confidence so that he is fully capable of employing his knowledge in a productive way.

(Go to page 24.)

5) SELF-CONFIDENCE, INITIATIVE AND INGENUITY

A vast store of knowledge is meaningless without the confidence and ability to use it. However, an officer must beware of the appearance of arrogance. He must know the limitations placed on his actions by rules and regulations, yet take advantage of small chances to exercise his initiative and ingenuity, thus gaining self-confidence to tackle bigger problems.

(Go to page 22.)

Your Answer: b

It is inevitable that any lieutenant with professional knowledge will display ability to use this knowledge.

One cannot assume that professional knowledge automatically ensures the ability to utilize this knowledge. This ability must be developed or professional knowledge is of no use. A junior officer must develop confidence in his capabilities so that he will not be impeded in using his professional knowledge. Self-confidence is a quality that grows as the individual learns more about himself.

In the example given, LT Tops appears to have balanced his professional knowledge and his self-confidence so that he is fully capable of employing his professional knowledge in a productive way.

(Go to page 24.)

Your Answer: a.

It is inevitable that any lieutenant with professional knowledge will display self-confidence.

One cannot assume that professional knowledge automatically ensures self-confidence. Self-confidence is something that grows as the individual questions himself on his strengths and weaknesses and as he learns more about himself. It is necessary for the junior officer to develop confidence in himself so that he will be able to fully utilize his professional knowledge.

In the example given, LT Tops appears to have balanced his professional knowledge and his self-confidence so that he is fully capable of employing his knowledge in a productive way.

(Go to page 24.)

TIP TOPS

If any problem gets out of hand--for example, creates conditions which might endanger the ship--LT Tops takes control in a stern, confident manner. When a decision is needed, he has the answer and exerts authority in a very dignified manner. His self-confidence and knowledge of his job are known and respected by all hands on board. Because of this, his orders are carried out efficiently and thoroughly.

Select the statement which is true regarding LT Tops.

a. It is inevitable that any lieutenant with professional knowledge will display self-confidence. (Go to page 21.)

b. It is inevitable that any lieutenant with professional knowledge will display ability to use this knowledge. (Go to page 20.)

c. Both of the above (Go to page 23.)

d. None of the above (Go to page 18.)

Your Answer: c

Both of the above

The two statements assume that professional knowledge automatically ensures self-confidence and the ability to use this knowledge. It does not. The ability to use one's knowledge requires self-confidence. Self-confidence is a quality that grows as the individual learns more about himself. The junior officer must develop confidence in himself so that he will be able to use his professional knowledge fully.

In the example given, LT Tops appears to have balanced his professional knowledge and self-confidence so that he is fully capable of employing his knowledge in a productive way.

(Go to page 24.)

6) COURAGE (PHYSICAL AND MORAL)

PHYSICAL COURAGE: That quality of the mind which enables one to meet danger and difficulty with firmness.

Courage is a quality of the mind and, as such, may be developed. Like a muscle it may be strengthened and the more it is exercised the stronger it grows.

If men are well acquainted with their normal duties and before going into battle have been trained and drilled at their battle stations until their actions are automatic, they will be able to cope better with the combat situation. In combat, a courageous man is not necessarily fearless, but he has learned to conquer his fear and concentrate on the mechanics of fighting.

MORAL COURAGE is that capacity in a person to do what he ought to do regardless of consequences to himself. It is that which compels truthfulness and gives to a man the courage of his convictions and brings him to admit errors after he has found that he is wrong. A wise man, a strong man, admits, profits by, and builds on his mistakes.

(Go to page 28.)

7) ABILITY TO ORGANIZE AND MAKE DECISIONS

A junior officer's primary job is to coordinate the efforts of his men to achieve a common purpose. He must be able to organize his men so that their labors and training will be utilized to the best possible advantage. To do this, the officer must have an intimate knowledge of the skills and physical capabilities of his men.

A young officer must attempt organization on his own and, in order to do so, he must learn to make decisions, without dread of making a mistake. He will blunder occasionally but an honest mistake seldom incurs scorn or censure if all the factors in the problem are considered.

Judgment is inherent in decision making. Judgment is the ability to draw correct and logical conclusions and it is a quality that is developed with training and experience.

(Go to page 27.)

Your Answer: a

2 and 4

Example number two is a good example of moral courage. LT Burns accepts the responsibility of his actions and admits that he has made a mistake. By being truthful in this situation he indicates that he is able to do what he feels is right regardless of the consequences to himself.

Example number four is a good example of physical courage. By jumping into the dangerous water, LT Goding is endangering his life and is displaying physical courage. Goding is displaying that quality of the mind which enables him to meet danger and difficulty with firmness.

(Go to page 25.)

JIM DANDY JOHNSON

MIDN Johnson was an outstanding manager of the varsity football team. His organization of his assistants took full advantage of their best capabilities. Johnson was confident of himself and he displayed an equal confidence in his squad. MIDN Johnson was calm, he handled the most complex and frustrating of situations with composure and professional coolness not normally found in midshipmen. Johnson could quickly and correctly estimate situations, ignoring trivia and using only the essentials. His decisions demonstrated the ability to develop correct and logical conclusions--a sure sign of good judgment. Johnson gave constructive criticism when mistakes were made. All members of Johnson's squad realized that Johnson was the most knowledgeable man for the job; he had their trust and respect.

Mr. Johnson demonstrated that he could handle all situations with composure and estimate all situations quickly. Which of the following can be assumed?

a. He could organize his men even though he did not know their skills or physical capabilities. (Go to page 31.)

b. He learned to make decisions without fear of mistake. (Go to page 33.)

c. Both of the above (Go to page 34.)

d. None of the above (Go to page 35.)

Look at the examples of courage presented below. Which indicate(s) moral courage?

1) MIDN Brock during a class discussion takes a controversial position on a subject. The class and the professor are in complete disagreement with Brock but he feels that it is important to express his views.

2) LT Burns, Weapons Officer aboard a destroyer, is conducting a gunfire support exercise and in his desire to excel, he pressures the men. His constant pressure results in an erroneous solution on the computer so the unit fails the exercise. Burns goes to the Captain and tells him that the failure is his fault because he pressured the groups and they commenced fire before receiving a correct solution.

3) LT Sears is in charge of a handful of men during an intensive battle in Vietnam. Against tremendous odds they are able to gain the enemy's position.

4) LT Goding, while on liberty, sees a young boy drowning in an area with a strong rip tide. He jumps in and rescues the boy.

a. 2 and 4 (Go to page 26.)

b. 1 and 2 (Go to page 29.)

c. 2 and 3 (Go to page 30.)

d. 1 (Go to page 32.)

Your Answer: b

1 and 2

Example number one is a good example of moral courage. MIDN Brock, by expressing his views, is doing what he feels he ought to do regardless of the consequences. By speaking his mind, he may be affecting his relationship with his professor and/or his peers, but he feels that to be true to himself and his beliefs he must speak.

Example number two is a good example of moral courage. LT Burns accepts the responsibility of his actions and admits that he has made a mistake. By being truthful in this situation, he indicates that he is able to do what he feels is right regardless of the consequences to himself.

(Go to page 25.)

Your Answer: c

2 and 3

Example number two is a good example of moral courage. LT Burns accepts the responsibility of his actions and admits that he has made a mistake. By being truthful in this situation, he indicates that he is able to do what he feels is right regardless of the consequences to himself.

Example number three is a good example of physical courage. LT Sears and his men put themselves in great physical danger to achieve their goal. However, this does not mean that the men are acting this way because of their convictions. Examples one and two are good examples of moral courage.

(Go to page 25.)

Your Answer: a

He could organize his men even though he did not know their skills or physical capabilities.

It is difficult to organize men without knowing their skills or their physical capabilities. To effectively coordinate the efforts of his men, the leader must know the abilities of all his men. Thus, to organize his men, an officer must have an intimate knowledge of their skills and physical capabilities.

It can be assumed that because MIDN Johnson demonstrated that he could handle all situations with composure and estimate all situations quickly he learned to make decisions without fear of mistake.

(Go to page 37.)

Your Answer: d

1

Example number one is a good example of moral courage. MIDN Brock, by expressing his views, is doing what he feels he ought to do regardless of the consequences. By speaking his mind, he may be affecting his relationship with his professor and/or his peers, but he feels that to be true to himself and his beliefs he must speak.

Example number two is also a good example of moral courage. LT Burns accepts the responsibility of his actions and admits that he has made a mistake. By being truthful in this situation he indicates that he is able to do what he feels is right regardless of the consequences to himself.

(Go to page 25.)

Your Answer: b

He learned to make decisions without fear of mistake.

You are right. A leader must learn to make decisions without fear of making mistakes. Exercising good judgement at all times will do much to eliminate the possibility of error. This will enable him to meet all situations with composure and solve problems quickly and decisively.

(Go to page 37.)

Your Answer: c

Both of the above

Statement b is correct and statement a is incorrect. Let's look at a. It is difficult to organize men without knowing their skills or their physical capabilities. To effectively coordinate the efforts of his men, the leader must know the abilities of all his men. Thus, to organize his men an officer must have an intimate knowledge of their skills and physical capabilities.

Statement b is correct because a leader must learn to make decisions without fear of making mistakes. This will enable him to meet all situations with composure and solve problems quickly and decisively. Exercising good judgment at all times will do much to eliminate the possibility of error.

(Go to page 37.)

Your Answer: d

None of the above

No. One of the statements is correct. It is b. Read it again.

A leader must learn to make decisions without fear of making mistakes. Taking care to exercise good judgement in all things will go a long way toward preventing errors and eliminating the leader's fear of making mistakes. This will enable him to meet all situations with composure and solve problems quickly and decisively.

(Go to page 37.)

LT Bloggs does not exhibit discipline, self-confidence, devotion to duty, professional knowledge or leadership by personal example and conduct. Which of the following is true?

a. These qualities are unimportant because he has an outstanding CPO. (Go to page 40.)

b. If he demonstrated some of these qualities he would be more effective. (Go to page 41.)

c. None of the above (Go to page 42.)

8) PERSONAL EXAMPLE AND CONDUCT

An officer must display outstanding conduct at all times, ashore as well as aboard ship. It is imperative that an officer do nothing to dishonor his uniform, lest, in doing so, he dishonor the whole Navy.

An officer must demonstrate military bearing which is the quality of maintaining appropriate dignity. This includes military carriage, correctness of uniform, smartness of appearance, and physical fitness.

(Go to page 38.)

PERSONAL EXAMPLE AND CONDUCT

1) The leader conducts his operations in an efficient, professional manner, not becoming upset by minor or unforeseen problems, and avoids the attitude of "do as I say, not as I do."

2) The leader acts with the understanding and conviction that his decisions, utterances, and example are influencing not only the immediate mission but the future character and conduct of those around him.

3) The leader keeps his word, and is fair, just, and humane in his dealings with others.

4) The leader while maintaining the proper chain of command up and down, makes himself appropriately available to subordinates, presents his ideas clearly and courageously to all concerned, and adheres to principles in spite of obstacles and pressures.

5) The leader actively supports and participates in the leadership improvement efforts and he regularly informs subordinates of the standards of professional and personal conduct expected of them.

(Taken from Leadership Support Manual, NAVPERS 15934B, Washington, D.C., U.S. Government Printing Office, page A-9)

(Go to page 39.)

BLUNDERING BLOGGS

LT Bloggs, a Division Officer aboard a carrier, continually relies on his leading petty officer to do all of the work for his division. His CPO is an outstanding man and is able to carry the load and responsibility, but he has no respect for LT Bloggs and considers him a useless figurehead. The other men in this division also share this viewpoint. LT Bloggs shows no interest in his men, and he thinks he knows everything, while in fact he demonstrates that he knows very little. He is not able to fool his men for long. They see through him and when Bloggs realizes this fact, he gives up. He does not bother to learn anything about his men's jobs or their duties. As long as the division is run, and run well by the CPO, he merely exists on the ship.

He is a very timid type of person, who lacks the self-confidence to take charge, do a job and do it well. He cannot talk with his men, and cannot establish any kind of working relationship with them. Without a leading petty officer of outstanding caliber, his division will become run down, ill-trained and very inefficient. Days go by in which he doesn't have any idea of just what his men are working on.

(Go to page 36.)

Your Answer: a

These qualities are unimportant because he has an outstanding CPO.

This answer is not correct. As Division Officer, LT Bloggs is responsible for his division. He is shirking his duty by permitting his leading petty officer to take complete charge of the division. What happens in his next command when he does not have an extremely competent and outstanding leading petty officer to fall back on?

LT Bloggs must develop leadership qualities in himself. An officer is not expected to excel in all of these qualities, but the more he does excel in, the more effective he will be as an officer. LT Bloggs will be more effective as a leader if he excels in at least some of these qualities. Then, as he gains more experience, he can be continuously developing more of these leadership qualities.

(Go to page 46.)

Your Answer: b

If he demonstrated some of these qualities he would be more effective.

You are right. LT Bloggs must develop these leadership qualities in himself. An officer is not expected to excel in all of these qualities, but the more he does excel in, the more effective he will be as an officer. LT Bloggs will be more effective as a leader if he excels in at least some of these qualities. Then, as he gains more experience, he can be continuously developing more of these leadership qualities.

(Go to page 46.)

Your Answer: c

None of the above

Look at the answers again on page 36. LT Bloggs will be a more effective leader if he excels in at least some of these qualities. An officer is not expected to excel in all of these qualities, but the more he does excel in, the more effective he will be as an officer. As he gains more experience, he can continually develop more of these leadership qualities.

(Go to page 46.)

Your Answer: a

Good! You have selected those qualities that are described in the characterization of MIDN Port.

(Go to page 49.)

Your Answer: b

Let's look at the qualities you have selected.

The description implies that MIDN Port demonstrates industry. Port is portrayed as an extremely forceful leader who applies himself diligently on the job. His zeal, enthusiasm and the energy he applies to performing his duties are contagious. These are indicators that Port manifests industry.

From the description, it is impossible to determine if MIDN Port displays courage. There is no description of a situation in which Port could manifest this quality.

By leading his men by personal example and conduct, MIDN Port is able to motivate his midshipmen to work hard to make their battalion the best in the brigade. By displaying such qualities as industry, devotion to duty, trust and confidence, his midshipmen are able to follow his lead.

You have omitted a quality. Let's see what it is.

There is evidence that MIDN Port exhibits the quality of devotion to duty. He works enthusiastically on the job and is able to instill pride for the Navy in his battalion so that all the midshipmen work harder.

(Go to page 49.)

Your Answer: c

Let's look at the qualities you have selected.

The description implies that MIDN Port demonstrates industry. Port is portrayed as an extremely forceful leader who applies himself diligently on the job. His zeal, enthusiasm and the energy he applies to performing his duties are contagious. These are indicators that Port manifests industry.

Enthusiasm by itself is not a quality of leadership. However, it is an indicator of, among other qualities, self-discipline and leadership by personal example and conduct. MIDN Port is characterized as having all of these qualities.

From the description, it is impossible to determine if MIDN Port displays courage. There is no description of a situation in which Port could manifest this quality.

There is evidence that MIDN Port exhibits the quality of devotion of duty. He works enthusiastically on the job and is able to instill pride for the Navy in his battalion so that all the midshipmen work harder.

You have omitted a quality. Let's see what it is.

By leading his men by personal example and conduct, MIDN Port is able to motivate his midshipmen to work hard to make their battalion the best in the Brigade. By displaying such qualities as industry, devotion to duty, trust and confidence, his midshipmen are able to follow his lead.

(Go to page 49.)

9) DISCIPLINE AND SMARTNESS

The following are indicators of a high standard of discipline and smartness.

All personnel exhibit a can-do spirit, perform their duties enthusiastically, and maintain the highest standards of military courtesy off duty as well as on duty.

All equipment and spaces indicate the men comply with standards of readiness, safety, efficiency, and economy.

Instances of insubordination, uniform violations, unauthorized absences, late arrivals, and comparable offenses are held to a minimum, or steps are taken to ensure their correction.

Drills, working periods and watches begin on time and are performed with dispatch.

10) INDUSTRY: The zeal exhibited and energy applied in the performance of one's duties.

(Go to page 47.)

MIDN Port, a Midshipman Battalion Commander, class president and captain of the lacrosse team, is a dynamic, forceful leader. He always finds time to talk to any midshipman about the mishipman's problem and he has the ability to understand the midshipman's side of a situation. He shows a trust and confidence in the midshipmen entrusted to his leadership and Port's midshipmen juniors endeavor to live up to his trust. Port is enthusiastic about all his duties and his enthusiasm is contagious to all who know him--midshipmen and officers alike. Port is proud of the Navy, the Academy and his battalion and puts forth a maximum effort to make his battalion the best in the Brigade.

Which leadership qualities are displayed in the description of MIDN Port above?

1) Industry
2) Enthusiasm
3) Courage
4) Devotion to duty
5) Personal example and conduct

a. 1, 4, 5 (Go to page 43.)
b. 1, 3, 5 (Go to page 44.)
c. 1, 2, 3, 4 (Go to page 45.)
d. 1, 2, 3, 4, 5 (Go to page 48.)

Your Answer: d

Let's look at the qualities you have selected.

The description implies that MIDN Port demonstrates industry. Port is portrayed as an extremely forceful leader who applies himself diligently on the job. His zeal, enthusiasm and the energy he applies to performing his duties are contagious. These are indicators that Port manifests industry.

Enthusiasm by itself is not a quality of leadership. However, it is an indicator of, among other qualities, self-discipline and leadership by personal example and conduct. MIDN Port is characterized as having all of these qualities.

From the description, it is impossible to determine if MIDN Port displays courage. There is no description of a situation in which Port could manifest this quality.

There is evidence that MIDN Port exhibits the quality of devotion to duty. He works enthusiastically on the job and is able to instill pride for the Navy in his battalion so that the men work harder.

By leading his men by personal example and conduct, MIDN Port is able to motivate his midshipmen to work hard to make their battalion the best in the Brigade. By displaying such qualities as industry, devotion to duty, trust and confidence, his midshipmen are able to follow his lead.

(Go to page 49.)

11) IMAGINATION: Resourcefulness, creativeness, capacity to plan constructively

12) RELIABILITY: The dependability and thoroughness exhibited in meeting responsibilities

13) COOPERATION: Ability and willingness to work in harmony with others

The personal relations that an officer establishes are important. Personal relations are defined as the faculty for establishing and maintaining cordiality with military and civilian associates. This quality is, of course, necessary for achieving cooperation.

(Go to page 50.)

LTJG Mean seems to alienate everyone who comes in contact with him. He is a member of the commodore's staff and when he reported aboard the ship, he tried to assert unwarranted authority right away. He is very rude, especially in the wardroom. In fact, there is one officer who will not eat at the same table with him. He shows no respect for his subordinates and grudgingly listens to his seniors.

From the description of LTJG Mean, determine which of the following is true.

a. It is relatively unimportant for LTJG Mean to cooperate with others as long as he gets his job done. (Go to page 51.)

b. LTJG Mean displays self-confidence but is still unable to get along with others. (Go to page 53.)

c. Both of the above (Go to page 54.)

d. None of the above (Go to page 52.)

Your Answer: a

It is relatively unimportant for LTJG Mean to cooperate with others as long as he gets his job done.

It is important for any officer to cooperate with others and establish and maintain cordial relations with his associates. If there is lack of cooperation between officers it becomes increasingly difficult to work together and the result is a failure in mission accomplishment. It is imperative that an officer establish harmonious personal relations with his associates.

(Go to page 58.)

Your Answer: d

None of the above

Your are right. None of the statements is true. Do you know why? In the first place, it is imperative for every officer, even LTJG Mean, to establish and maintain cordial relations with his associates. Secondly, LTJG Mean may feel self-confident, but he is being rude and arrogant to his fellow officers and subordinates. If there is a lack of cooperation between officers and subordinates, it becomes increasingly difficult to work together and the result is a failure in mission accomplishment.

(Go to page 58.)

Your Answer: b

LTJG Mean displays self-confidence but is still unable to get along with others.

LTJG Mean may feel self-confident but he is being rude and arrogant to his fellow-officers and subordinates. No matter how much self-confidence an officer has, if he is impolite and condescending to others, he is hampering a relationship which should be harmonious and cordial.

(Go to page 58.)

Your Answer: c

Both of the above

Neither of the statements is true. Let's see why.

First let's look at statement a. It is important for any officer to cooperate with others and establish and maintain cordial relations with his associates. If there is a lack of cooperation between officers it becomes increasingly difficult to work together, and the result is a failure in mission accomplishment. It is imperative that an officer establish harmonious personal relations with his associates.

Now, let's look at statement b. LTJG Mean may feel self-confident but he is being rude and arrogant to his fellow officers and subordinates. No matter how much self-confidence an officer has, if he is impolite and condescending to others, he is hampering a relationship which should be harmonious and cordial.

(Go to page 58.)

Some leadership qualities are presented below. You are to determine whether each of these qualities is a generally recognized quality of leadership or not.

(Check your response to each item before considering the next.)

a. Cooperation
b. Courage
c. Reliability
d. Moral responsibility
e. Self-expression
f. Professional knowledge
g. Patience
h. Imagination
i. Devotion to duty
j. Loyalty
k. Perception
l. Industry
m. Discipline and smartness
n. Personal example and conduct
o. Ability to organize and make decisions
p. Self-confidence, initiative and ingenuity

(1) Generally recognized quality (Go to page 60, 63.)

(2) Not a generally recognized quality (Go to page 56, 57, 59.)

a. Your Answer: (2)

No. Cooperation: the ability and willingness to work in harmony with others, is a trait of leaders. (Return to page 55.)

b. Your Answer: (2)

Sorry. Courage is a generally recognized trait of leadership. Remember, physical courage is that which enables one to meet danger and difficulty with firmness and moral courage is that which enables one to do what he ought regardless of consequences. (Return to page 55.)

c. Your Answer: (2)

Reliability is generally recognized. This is the dependability and thoroughness exhibited in meeting responsibilities. (Return to page 55.)

d. Your Answer: (2)

No. Moral responsibility is a leadership quality. It is the personal codes of conduct which do not permit leaders to exploit the abilities or positions to the detriment of their fellowmen. (Return to page 55.)

e. Your Answer: (2)

Incorrect. Self-expression is a quality of leadership. It is the ability to express oneself orally and in writing. (Return to page 55.)

f. Your Answer: (2)

No. Professional knowledge is a generally recognized quality of leadership. It is a thorough knowledge of one's job which has taken time and experience to attain. (Return to page 55.)

g. Your Answer: (2)

Good. You are right. (Return to page 55.)

h. Your Answer: (2)

Sorry, Imagination is a leadership quality which encompasses resourcefulness, creativeness and capacity to plan constructively. (Return to page 55.)

i. Your Answer: (2)

You are not correct. Devotion to duty is loyalty to the job or position one holds and it is a generally recognized leadership trait. (Return to page 55.)

j. Your Answer: (2)

No. Loyalty is a generally recognized trait. It is the true, faithful, strong devotion to one's country, one's superiors and one's subordinates. (Return to page 55.)

k. Your Answer: (2)

Good. That is correct. (Return to page 55.)

l. Your Answer: (2)

Sorry. Remember, the leadership quality called industry is the zeal exhibited and energy applied in the performance of one's duties. (Return to page 55.)

m. Your Answer: (2)

No. Discipline and smartness are generally recognized qualities of leadership. (Return to page 55.)

14) SELF-EXPRESSION (ORAL): The ability to express one's self orally.

15) SELF-EXPRESSION (WRITTEN): The ability to express one's self in writing.

(Go to page 55.)

n. Your Answer: (2)

You are incorrect. This generally recognized leadership trait: personal example and conduct, means that officers must display outstanding conduct at all times. (Return to page 55.)

o. Your Answer: (2)

No. The ability to organize and make decisions is generally recognized. The leader must organize his men so that their training and labors will be utilized most effectively. (Return to page 55.)

p. Your Answer: (2)

You are not correct. Self-confidence, initiative and ingenuity are generally recognized. Remember, a vast store of knowledge is meaningless to a leader without the confidence and ability to use it. (Go to page 61.)

a. Your Answer: (1)

Good. That is correct. (Return to page 55.)

b. Your Answer: (1)

Right! (Return to page 55.)

c. Your Answer: (1)

Correct. (Return to page 55.)

d. Your Answer: (1)

Correct. (Return to page 55.)

e. Your Answer: (1)

That is correct. (Return to page 55.)

f. Your Answer: (1)

Right! (Return to page 55.)

g. Your Answer: (1)

No. Patience is not a generally recognized trait of leadership. It may be helpful for a leader to develop patience but a patient person is not necessarily a good leader. (Return to page 55.)

h. Your Answer: (1)

Good. You are correct. (Return to page 55.)

i. Your Answer: (1)

That is right. (Return to page 55.)

j. Your Answer: (1)

Correct. (Return to page 55.)

Some examples will be presented involving generally recognized traits of leadership.

MISSING MAGELLAN

An LPA is at anchor in Long Beach harbor. It is very foggy and visibility is about 50 feet. There are stores on the pier that have to be loaded aboard. ENS Tracy is assigned as boat officer to pick up the stores. He and his crews leave the ship and are gone for approximately one hour and a half and they return with an empty boat. ENS Tracy explains to the OOD that they got lost and he thought it was impossible to get to the pier to pick up the stores.

Upon investigation it is discovered that there was no chart of the harbor in the boat and the magnetic compass had not been calibrated. It is also discovered that ENS Tracy did not ensure that the coxswain of the boat was fully qualified. Finally, while lost, ENS Tracy got confused and showed panic, screaming, "How the hell do we get back to the ship?"

(Go to page 62.)

Based on the situation you have just read, do you agree that each of the statements below is accurate?

(Check your response to each before proceeding.)

a. ENS Tracy exhibits professional knowledge.

b. ENS Tracy demonstrated self-confidence, initiative and ingenuity.

c. ENS Tracy does not display courage.

d. ENS Tracy was unable to organize and make decisions.

e. ENS Tracy's leadership by personal example and conduct is beneficial to the men.

f. There is evidence of discipline and smartness.

g. ENS Tracy demonstrates the quality of industry.

h. ENS Tracy exhibits a lack of imagination in handling the assigned mission.

i. ENS Tracy displays the quality of reliability.

1) Yes (Go to page 64, 65.)

2) No (Go to page 66, 67.)

k. Your Answer: (1)

No. Perception does not belong on the list of generally recognized leadership qualities. (Return to page 55.)

l. Your Answer: (1)

Right! (Return to page 55.)

m. Your Answer: (1)

That is correct. (Return to page 55.)

n. Your Answer: (1)

Correct. (Return to page 55.)

o. Your Answer: (1)

Good. That is correct. (Return to page 55.)

p. Your Answer: (1)

Right! That is correct. (Go to page 61.)

a. Your Answer: (1)

Because ENS Tracy did not have a chart of the harbor, a magnetic compass that had been calibrated, and a fully qualified coxswain as a member of his crew, we see a lack of professional knowledge. He did not have a thorough knowledge of his job and this was detrimental to the successful completion of the task. (Return to page 62.)

b. Your Answer: (1)

ENS Tracy did not display self-confidence, initiative and ingenuity. Instead he showed panic and confusion. He did not handle the situation with composure. (Return to page 62.)

c. Your Answer: (1)

Good. That is correct. (Return to page 62.)

d. Your Answer: (1)

Yes. You are right! (Return to page 62.)

e. Your Answer: (1)

ENS Tracy did not display outstanding conduct or lead by personal example while on this mission. He did not demonstrate appropriate military dignity as evidenced by his yell "How the hell do we get back to the ship?" (Return to page 62.)

f. Your Answer: (1)

Because the work was done sloppily, we see a lack of discipline and smartness. What evidence is there of sloppiness? No chart of the harbor was in the boat, the magnetic compass was uncalibrated, and the coxswain was unqualified. (Return to page 62.)

g. Your Answer: (1)

ENS Tracy did not apply himself to the assigned task with diligence or vigor. Thus, we see a lack of industry on his part. (Return to page 62.)

h. Your Answer: (1)

Good. That is correct. (Return to page 62.)

i. Your Answer: (1)

ENS Tracy did not meet his responsibilities and therefore is lacking in the quality of reliability. In trying to accomplish the mission he also displays a lack of thoroughness. (Go to page 69.)

a. Your Answer: (2)

That is correct. (Return to page 62.)

b. Your Answer: (2)

Yes, you are right. (Return to page 62.)

c. Your Answer: (2)

Sorry. Statement c is an accurate statement.

At a time when courage was needed, ENS Tracy became confused and panicked. He was not able to meet danger and difficulty with firmness and was unable to accept his responsibilities, indicating a lack of courage. (Return to page 62.)

d. Your Answer: (2)

No. Statement d is an accurate statement about ENS Tracy.

ENS Tracy did not organize his men and the work necessary to the completion of the mission was not done. For example, the magnetic compass was not calibrated. He showed poor judgment when it was time for a decision; Tracy got confused and showed panic, screaming, "How the hell do we get back to the ship?" (Return to page 62.)

e. Your Answer: (2)

Correct. The statement is not accurate. (Return to page 62.)

f. Your Answer: (2)

Good. You correctly determined that the statement is not accurate. (Return to page 62.)

g. Your Answer: (2)

Good. That is correct. (Return to page 62.)

h. Your Answer: (2)

No. This statement is accurate because ENS Tracy demonstrates a lack of imagination in handling this task. He showed no creativity or resourcefulness and the failure of the mission indicates that he could not plan constructively.
(Return to page 62.)

i. Your Answer: (2)

Yes. You are correct. (Go to page 69.)

Considering the example just given, you are to determine whether or not LTJG Benson exhibited each of the leadership qualities listed here.

(Check your response to each before proceeding to the next.)

a. Moral responsibility
b. Loyalty
c. Devotion to duty
d. Professional knowledge
e. Self-confidence, initiative and ingenuity
f. Courage
g. Ability to organize and make decisions
h. Industry
i. Imagination
j. Reliability
k. Cooperation
l. Self-expression (oral)
m. Self-expression (written)

(1) Yes (Go to page 70, 73.)

(2) No (Go to page 74, 75, 76.)

THE MAE WEST THAT SAVES MAY SAVE MAE WEST

An LPA is anchored in Long Beach harbor. On Friday afternoon a request comes to the ship to provide 500 life jackets for members of civilian crews of small boats who are going to engage in a regatta over the weekend. The jackets are due at Rainbow pier at 1000 Saturday and are to be picked up at 1800 Sunday. The task is assigned to LTJG Benson who is the Deck Department duty officer over the weekend.

He contacts the duty boatswain mate and makes arrangements for the ship's boats and crews to transport the life jackets. Benson contacts the CDO (Command Duty Officer) and requests a working party. He notifies the appropriate division officers to get the life jackets from their troop compartments and the man in charge of the sail locker to get canvas bags to carry them. He also contacts the liaison representative from the regatta committee to make arrangements for effective distribution and return of the jackets. All goes well and the mission is accomplished. When the job is done, LTJG Benson reports the results to his superior.

(Go to page 68.)

a. Your Answer: (1)

No. There is no data indicating that LTJG Benson has personal codes of conduct which do not permit him to exploit his abilities and his position to the detriment of his men. Thus, we find no evidence of moral responsibility in this example. (Return to page 68.)

b. Your Answer: (1)

Sorry. There is no evidence of loyalty: a true, faithful, strong devotion to Benson's country, superiors and subordinates above that which is usually expected.
(Return to page 68.)

c. Your Answer: (1)

Good. That is correct. (Return to page 68.)

d. Your Answer: (1)

Yes, you are right! (Return to page 68.)

e. Your Answer: (1)

That is correct. (Return to page 68.)

f. Your Answer: (1)

No. This is not a situation in which courage is exhibited. It is not necessary to meet danger or difficulty with firmness to accomplish the mission in this example. (Return to page 68.)

g. Your Answer: (1)

Good. That is correct (Return to page 68.)

Leadership effectiveness is also related to good mental health. What is good mental health? Chris Argyris in his book Integrating the Individual and the Organization discusses this concept. Let's see how he answers the question.

Good mental health is the individual's successful synthesis of who he is, where he is, and what he wishes to be.

(Go to page 72.)

CHOOSE YOUR WEAPONS MAN!

LT Taylor is among several officers attending Naval Post Graduate School in ordnance engineering. The class is informed that the number one man in the class will receive the choice billet of weapons officer aboard a DLG. All the class members want this billet. LT Taylor wants it very badly and knows competition will be strong.

Which statement indicates that LT Taylor has successfully synthesized who he is, where he is, and what he wants to be?

a. LT Taylor goes out and gets drunk every night. (Go to page 77.)

b. LT Taylor complains to everyone about how unfair the assignment of the choice billet is. (Go to page 78.)

c. LT Taylor studies hard so he will do well. (Go to page 79.)

h. Your Answer: (1)

Yes. That is correct. (Return to page 68.)

i. Your Answer: (1)

Good. That is correct. (Return to page 68.)

j. Your Answer: (1)

Yes. You are correct. (Return to page 68.)

k. Your Answer: (1)

That is right! (Return to page 68.)

l. Your Answer: (1)

Good. That is correct. (Return to page 68.)

m. Your Answer: (1)

No. There is no evidence of written self-expression in the example given. (Go to page 71.)

a. Your Answer: (2)

Good. That is correct. (Return to page 68.)

b. Your Answer: (2)

Yes. That is right! (Return to page 68.)

c. Your Answer: (2)

Sorry. As the Deck Department duty officer, LTJG Benson displays devotion to duty in the position he holds. He performs to the best of his ability and develops a comprehensive plan for accomplishing the mission. Because he works so diligently, he is able to complete the assigned task. (Return to page 68.)

d. Your Answer: (2)

No. LTJG Benson displays professional knowledge. He knows whom to contact and what is needed to accomplish the mission. He demonstrates a thorough knowledge of his job. (Return to page 68.)

e. Your Answer: (2)

That is not correct. Because LTJG Benson is able to apply his knowledge with composure and effectively accomplish the mission, there is an indication that Benson has self-confidence. He demonstrates initiative and ingenuity in his handling of the situation and shows that he is not afraid to put his ideas in motion. (Return to page 68.)

f. Your Answer: (2)

Good. That is correct. (Return to page 68.)

g. Your Answer: (2)

No. LTJG Benson demonstrates the ability to organize and make decisions. He is able to coordinate the efforts of many men and different departments to achieve the goal. He indicates good judgment by deciding which departments can help in which way and by planning what is needed to carry out the mission. (Return to page 68.)

h. Your Answer: (2)

Sorry. LTJG Benson exhibits zeal and applies energy while performing his duties. These are indicators of the quality of industry. He puts a lot of effort into accomplishing the mission and handles it with vigor. (Return to page 68.)

i. Your Answer: (2)

No. Imagination, the resourcefulness, creativeness and capacity to plan constructively, is definitely exhibited by Benson in this situation. He uses canvas sail bags to carry the life jackets, a real example of resourcefulness. He plans constructively and is able to achieve successful results. (Return to page 68.)

j. Your Answer: (2)

No. LTJG Benson demonstrates dependability and thoroughness in accomplishing the mission. The delivery and return of the jackets are carried out on schedule and his thorough plans ensure the mission is accomplished. (Return to page 68.)

k. Your Answer: (2)

No. Just by the completion of this mission, cooperation is demonstrated. Many different men are needed and if there is no cooperation among these men, the mission would never be accomplished. We can assume from this that LTJG Benson establishes and maintains cordial relations with his associates. (Return to page 68.)

l. Your Answer: (2)

Sorry. By virtue of the fact that Benson is able to communicate what he wants to the other officers and men involved, he displays the ability to express himself orally. (Return to page 68.)

m. Your Answer: (2)

Good. That is correct. (Go to page 71.)

Your Answer: a

LT Taylor goes out and gets drunk every night.

By getting drunk every night LT Taylor has not successfully integrated who he is (student), where he is (in competitive class), and what he wants to do (become weapons officer on DLG). He seems to be avoiding the whole situation.

(Go to page 79.)

Your Answer: b

LT Taylor complains to everyone about how unfair the assignment of the choice billet is.

LT Taylor does not successfully synthesize who he is (student), where he is (in competitive class), and what he wants to do (receive choice billet as weapons officer aboard a DLG). Instead, he complains to everyone about how unfair the situation is.

(Go to page 79.)

Your Answer: c

By studying hard so he will do well, LT Taylor indicates that he has successfully synthesized who he is (student), where he is (in competitive class), and what he wants to do (receive choice billet as weapons officer aboard a DLG).

(Go to page 80.)

The healthy individual is aware of reality that exists "out there" as well as that which exists internally. This involves developing a clear self-image to the point that he knows who he is and involves having no basic doubts about his inner identity.

The healthy individual manifests an integration of the parts (for example, id, ego and superego) so that there is a balance among his psychic forces. How is this manifested in the healthy individual? He will tend to display flexibility and the ability to control his impulses, purposes, acts, thoughts, and feelings.

The individual's behavior is increasingly determined by his total self-concept. The mentally healthy individual's self-concept integrates all of his important aspects.

The individual is concerned with the environment. He 1) demonstrates a wide range and high quality of concern for other people and 2) tends to have a unifying outlook on life and to possess long range goals as well as appropriate associations with the past.

The mentally healthy individual has the ability to regulate his behavior from within. The individual has access to all aspects of his experience and of self. He functions as a totality. He controls and develops himself through the integration of all the relevant parts of his self. He adjusts and adapts when necessary. This implies that he is capable of effective problem solving.

(Go to page 81.)

What are the measurable dimensions of good mental health? What indicators are there of mental health?

MEASURABLE DIMENSIONS OF MENTAL HEALTH

1) Self-concept
2) Acceptance of self
3) Sense of identity
4) Growth motivation
5) Investment in living
6) Unifying outlook on life
7) Self-regulation
8) Independence
9) Ad quacy of interpersonal relations

Let's look at these in more detail.

(Go to page 82.)

SELF-CONCEPT

The mentally healthy individual has a rich and differentiated self-concept. The individual is able to synthesize all that he has been and done, all he wants to be and do, and all that he should and is able to do. Mental health, then, can be analyzed as the "correctness" of fit of the more manifest aspects of the self-concept with reality.

ACCEPTANCE OF SELF

The healthy individual accepts his shortcomings. He accepts his own human nature as it differs from his self image and shows no undue concern for the discrepancies that exist.

(Go to page 83.)

SENSE OF IDENTITY

The individual's identity becomes increasingly more clear, more consistent, and free from transient influences. It becomes increasingly determined by accumulated personal experiences.

We may look at the identity as a strong anchor which is established to maintain self-stability in a world full of pushes and pulls. Or it may be that the sense of identity refers to the individual's continuous, relatively unchanging awareness of himself in all his complexity and potentiality.

GROWTH MOTIVATION

This is indicated by an interest in developing a "mission" or a sense of commitment. There is also an interest in modifying work in order that it may become more interesting, more challenging, and more effective.

(Go to page 84.)

INVESTMENT IN LIVING

This is indicated by the range and quality of the individual's concern with other people and his dedication to complete participation in living. The healthy individual balances a deep concern for others with the satisfaction of his own needs.

UNIFYING OUTLOOK ON LIFE

The individual unifies such conflicting tendencies as the desire to lose himself in the things of the world and the desire to look at himself with detachment. This is demonstrated by emphasis on 1) long-range goals regarded as central to his personal existence, 2) rich personal relationships, 3) challenging work and 4) developing and increasing a sense of responsibility.

(Go to page 85.)

SELF-REGULATION

This is the degree to which an individual's behavior is determined not by external factors alone but also by factors from within. This is indicated by 1) self-control, 2) self-respect, and 3) self-direction.

INDEPENDENCE

The individual organizes the objects and events of his world and brings them under his own jurisdiction and administration. He displays the ability to conform to the behavioral norms of the society by remaining free to 1) choose whether to conform or not and 2) depend on his own potentialities and latent resources for his own continued growth.

(Go to page 86.)

ADEQUACY OF INTERPERSONAL RELATIONS

This is related to the individual's 1) involvement in positive, effective relationships, 2) promotion of others' welfare, and 3) participation in working with another for mutual benefit.

(Go to page 87.)

What are the measurable dimensions of mental health?

1) Analytical ability

2) Investment in living

3) Self-concept

4) Reliability

5) Sense of identity

6) Acceptance of self

a. 1, 3, 5, 6 (Go to page 90.)

b. 2, 3, 5, 6 (Go to page 92.)

c. 2, 3, 6 (Go to page 91.)

d. 2, 4, 5 (Go to page 89.)

Select the statement that is true.

a. Growth motivation, unifying outlook on life, self-regulation, independence and adequacy of interpersonal relations are all measurable dimensions of mental health. (Go to page 94.)

b. Self-concept, growth motivation, independence and initiative are all dimensions of mental health. (Go to page 95.)

c. Both of the above (Go to page 96.)

d. None of the above (Go to page 97.)

Your Answer: d

2, 4, 5

3) The image that an individual has of himself, self-concept, is a dimension of mental health. The mentally healthy person has a rich and differentiated self-concept. He is able to synthesize all that he has been and done, all he wants to be and do, and all that he should do and is able to do.

4) Reliability is a generally recognized quality of effective leadership. It is the dependability and thoroughness exhibited in meeting responsibilities. It is not necessarily a dimension of mental health.

6) Acceptance of self is a dimension of mental health. The mentally healthy individual accepts his own human nature as it differs from his self-image and shows no undue concern for the discrepancies that exist. He is able to accept his shortcomings.

(Go to page 88.)

Your Answer: a

1, 3, 5, 6

1) Analytical ability is not considered one of the measurable dimensions of mental health.

2) Investment in living is a dimension of mental health. Remember that investment in living can be measured by the range and quality of a person's concern for others and the degree to which he participates in living. The mentally healthy individual is one who is able to balance his concern with other people with satisfaction of his own needs.

(Go to page 88.)

Your Answer: c

2, 3, 6

5) A sense of identity is a dimension of mental health. It becomes determined increasingly by experiences and may be a stabilizer of the self or a continuous, unchanging awareness of the self.

(Go to page 88.)

Your Answer: b

2, 3, 5, 6

You are right!

(Go to page 88.)

Look at the statements describing mental health presented below. Indicate which of the statements are true.

1) The mentally healthy individual has a limited self-concept and is able to synthesize who he is and what he wants to do.

2) The mentally healthy person demonstrates independence, a rich and differentiated self-concept and a sense of identity.

3) The mentally healthy person is aware of external reality (his environment) as well as his internal environment. He demonstrates his mental health by committing himself to challenging work, by developing an increasing sense of responsibility and by establishing long-range goals and rich personal relationships.

4) The psychic forces of a mentally healthy person are balanced. This is manifested by a release of his inhibitions and a totally free expression of his impulses, purposes, acts, thoughts and feelings.

a. All of the statements (Go to page 98.)

b. 1 and 4 (Go to page 99.)

c. 2 and 3 (Go to page 100.)

d. 3 and 4 (Go to page 101.)

Your Answer: a

You are right. Growth motivation, unifying outlook on life, self-regulation, independence and adequacy of interpersonal relations are all measurable dimensions of mental health.

(Go to page 93.)

Your Answer: b

Self-concept, growth motivation, independence and initiative are all dimensions of mental health.

Self-concept, growth motivation, and independence are dimensions of mental health. Initiative is a generally recognized quality of leadership effectiveness. Initiative does not necessarily imply mental health.

(Go to page 93.)

Your Answer: c

Both of the above

No. Your selection, both of the above statements, is not correct. Statement a is true, but b is not.

Self-concept, growth motivation, and independence are dimensions of mental health. Initiative is a generally recognized quality of leadership effectiveness. Initiative does not necessarily imply mental health.

(Go to page 93.)

Your Answer: d

None of the above

You are wrong. One of the statements is true. Statement a (growth motivation, unifying outlook on life, self-regulation, independence and adequacy of interpersonal relations are all measurable dimensions of mental health) is true. Statement b is false because it includes initiative in its list of dimensions of mental health. Initiative is a generally recognized quality of leadership effectiveness and does not necessarily imply mental health.

(Go to page 93.)

Your Answer: a

All of the statements

Not all of the statements are correct. Only statements two and three accurately describe mental health. Statement two discusses some of the measurable dimensions of mental health--a unifying outlook on life, a rich and differentiated self-concept and a sense of identity. Statement number three discusses the mentally healthy individual's ability to integrate external reality with his internal reality. It discusses one of the measurable indicators of mental health--a unifying outlook on life.

(Go to page 102.)

Your Answer: b

1 and 4

Statements one and four are not accurate descriptions of mental health. Statement one is incorrect because the mentally healthy individual has a rich and differentiated self-concept and is able to synthesize who he is, where he is, and what he wants to be. In statement four it is true that the mentally healthy person effectively balances his psychic forces but this is not manifested by a release of his inhibitions or a totally free expression of his impulses, purposes, acts, thoughts and feelings. The mentally healthy person exercises control of his impulses, purposes, acts, thoughts and feelings.

(Go to page 102.)

Your Answer: c

2 and 3

You are right. Statements two and three accurately describe mental health.

(Go to page 102.)

Your Answer: d

3 and 4

Statement three correctly describes mental health but statement four is inaccurate. In statement four it is true that the mentally healthy person effectively balances his psychic forces, but this is not manifested by a release of his inhibitions or a totally free expression of his impulses, purposes, acts, thoughts, and feelings. The mentally healthy person exercises control of his impulses, purposes, acts, thoughts, and feelings.

(Go to page 102.)

Let's look at some examples of men displaying varying degrees of mental health.

(Go to page 103.)

PRESSURE POINT

Marine 1-LT Strupp has spent the first nine months of his Vietnam tour of duty as an Infantry Platoon Leader in the Khe Sahn area in western Quang Tri Province. He has served on many fighting missions and has earned a reputation as an outstanding combat leader. His unit is always called upon for the difficult. In fact, his men have adopted the saying, "The difficult we do at once, the impossible takes a little longer." The men in Strupp's platoon respect and trust him.

1-LT Strupp is assigned as an assistant S-3 (operations and training) in an infantry battalion. Two weeks later a Tet offensive begins and Khe Sahn becomes a besieged strong point. After a month of intensive shellings by the NVA, 1-LT Strupp has narrowly survived several near misses. In fact, one rocket round hits the command bunker when Strupp is out and kills 15 Marines who are inside.

During the second month at Khe Sahn, Strupp is reassigned to his old platoon to lead them on a special patrol mission. Strupp is surprised to see the big turnover of personnel in his old outfit. Only two men remain who previously were in the platoon with Strupp. Strupp becomes concerned about the effectiveness of the platoon with all the new replacements. He expresses a desire to indoctrinate the new men but he doesn't have the time or opportunity to do this.

The third day on the mission, Strupp's platoon gets pinned down by heavy automatic weapons fire. He is taking a number of casualties. The platoon is in an untenable position and unless they move or get supporting fire soon, they will be overrun.

(Go to page 104.)

Strupp takes no positive action to lead the platoon. He begins seeking more cover and makes no attempts to get out of there. He starts giving orders to those old platoon members who are dead. The platoon sergeant is quick to note Strupp's behavior and moves to the lieutenant giving orders to the men to consolidate the position and he calls for supporting fire.

Air strikes and artillery are called in plus a "ready alert" platoon for reinforcements. The platoon is evacuated and 1-LT Strupp is sent out to the hospital ship for consultations.

(Go to page 105.)

From the statements presented below select the one that best discusses the condition of 1-LT Strupp's mental health.

a. 1-LT Strupp has never been able to successfully synthesize who he is, where he is and what he wants to do. He has never been aware of the reality "out there" as well as that which exists internally. (Go to page 111.)

b. 1-LT Strupp's actions indicate that he is incapable of controlling his behavior from within. Until he broke he was able to control himself from external forces only but these are no longer strong enough to control him. (Go to page 108.)

c. 1-LT Strupp has shown that he is successful in synthesizing who he is, where he is and what he wants to do. However, there has been a breakdown in the integration of his awareness of reality "out there" and that which exists internally. There has been a breakdown in his ability to control his impulses, purposes, acts, thoughts, and feelings. (Go to page 109.)

d. None of the above (Go to page 110.)

Pressures are always great in combat and, because of this, some men break. When discussing situations in which mental health suffers, combat situations are the most obvious. Let's look at another situation in which it is not as obvious.

(Go to page 107.)

POPE'S GREAT HOPE

MIDN Pope came into the Naval Academy highly motivated toward a service career. His father was a colonel in the Army and Pope had dreams of becoming a Marine officer when he graduated from the Academy. Each year, Pope became more and more Marine Corps-oriented and less Navy-oriented. Even though the probability of his getting into the Corps was slight, Pope adopted an attitude during the last year and before the Corps selections were made that all the professional Navy subjects (Seamanship, Navigation, Marine Engineering, Weapons) were a waste of his time. Consequently, he did not put forth much effort in these areas and no military subjects directly related to the Marine Corps were being offered.

When selections were made in February, MIDN Pope did not make the Corps. He became very depressed and could not accept the fact that his career would not be in the Corps. He became generally uncivil to everybody and stopped talking to those midshipmen who made the Corps.

(Go to page 112.)

Your Answer: b

1-LT Strupp's actions indicate that he is incapable of controlling his behavior from within. Until he broke he was able to control himself from external forces only but these are no longer strong enough to control him.

There is every indication that 1-LT Strupp was able to control himself from within before the pressures got too great for him. If he had not been able to control himself this sort of behavior or something similar to it would have occurred much sooner. His incomprehensible orders and his withdrawal from the situation exemplified by his looking for cover indicate that he is no longer able to control his impulses, purposes, acts, thoughts, and feelings. However, it is apparent that he was able to do this before he broke. Paragraph c is the best answer.

(Look at paragraph c on page 105 before continuing on page 106.)

Your Answer: c

1-LT Strupp has shown that he is successful in synthesizing who he is, where he is and what he wants to do. However, there has been a breakdown in the integration of his awareness of reality "out there" and what which exists internally. There has been a breakdown in his ability to control his impulses, purposes, acts, thoughts, and feelings.

You are right. When the pressures got too great for 1-LT Strupp he was no longer able to control his impulses, purposes, acts, thoughts and feelings. This is seen by his incomprehensible orders to dead platoon members and his withdrawal from the situation demonstrated in his search for cover. However, prior to this there is every indication that he was able to synthesize who he is (excellent combat leader of an infantry platoon), where he is (Khe Sahn where he has been involved in many fighting missions), and what he wants to do (become a good leader). His erratic actions caused by tremendous pressures indicate that there has been a breakdown in the integration of the reality "out there" and that which exists internally.

(Go to page 106.)

Your Answer: d

None of the above

No. Paragraph c best discusses the state of 1-LT Strupp's mental health. Let's examine this paragraph and see why.

When the pressures got too great for 1-LT Strupp he was no longer able to control his impulses, purposes, acts, thoughts and feelings. This is seen by his incomprehensible orders to dead platoon members and his withdrawal from the situation demonstrated in his search for cover. However, prior to this there is every indication that he was able to synthesize who he is (excellent combat leader of an infantry platoon), where he is (Khe Sahn where he has been involved in many fighting missions), and what he wants to do (become a good leader). His erratic actions caused by tremendous pressures indicate that there has been a breakdown in the integration of the reality "out there" and that which exists internally.

(Look at paragraph c on page 105 before continuing on page 106.)

Your Answer: a

1-LT Strupp has never been able to successfully synthesize who he is, where he is, and what he wants to do. He has never been aware of the reality "out there" as well as that which exists internally.

This is not an accurate description of 1-LT Strupp. He has been able to successfully synthesize who he is (an excellent combat leader of an infantry platoon in Vietnam), where he is (in Khe Sahn where he has been involved in many fighting missions), and what he wants to do (be a good leader). He has been aware of the reality "out there" as well as that which exists internally. However, with the great pressure put upon him, a breakdown in the integration of these forces occurs. Paragraph c is the best answer.

(Look at paragraph c on page 105 before continuing on page 106.)

From the choices below, select the one that best discusses the condition of MIDN Pope's mental health.

a. Although MIDN Pope was disappointed, he still showed adequacy in interpersonal relationships and a concern for his environment. (Go to page 118.)

b. MIDN Pope did not function as a totality. His inability to solve his problems was indicated by inflexibility and an inability to adapt. He was unable to control the relevant parts of his self. (Go to page 117.)

c. MIDN Pope was unable to integrate the reality "out there" and that which was internal. He did not accept himself and because his self-concept was not well formed, his behavior suffered. (Go to page 119.)

d. b and c (Go to page 116.)

e. None of the above (Go to page 115.)

As working organizations have become larger and more complex, the problem of providing suitable leadership has increased. Many studies have revealed that leadership requirements are basically the same regardless of the enterprise or type of work in which the leader is engaged.

Certain popular beliefs have been found invalid. Let's look at the findings from some studies that dispute these popularly-held beliefs.

It is now believed that technical skill in the work supervised is not as important as interest in directing the work of others and ability to reach objectives through their organized efforts.

Nowadays, the typical leader is not necessarily characterized as an extrovert.

Age, weight, height and physique are now considered insignificant and unreliable as indicators of leadership.

(Go to page 114.)

Do you agree that each of the statements below is an accurate statement?

(Check your response to each before proceeding to the next.)

a. It is now believed that the typical leader is characterized as a introvert.

b. Age, weight, height, and physique are now considered significant and reliable as indicators of leadership

c. It is now believed that technical skill is not as important as interest in directing the work of others and ability to reach objectives through their organized efforts.

1) Agree (Go to page 120.)

2) Disagree (Go to page 121.)

Your Answer: e

None of the above

No. Paragraphs b and c most accurately describe the condition of MIDN Pope's mental health. Let's look at these.

As stated in b, MIDN Pope was unable to function as a totality as evidenced by his lack of control of the relevant parts of his self. His inflexibility and inability to adjust made it impossible for him to handle the situation he was faced with. Instead, he displayed a lack of control of his impulses, thoughts, acts, ideas and feelings.

In discussing c, we see that MIDN Pope was unable to accept his shortcomings. He could not accept the discrepancies that existed between his own human nature and his self-image. He could not integrate the reality "out there" (not being accepted into the Marine Corps) with that which existed internally (his self-image as a Marine). His self-concept was not well formed because he was unable to successfully synthesize who he was (midshipman who was studying to be an officer), where he was (in the Naval Academy), and what he wanted to be (a Marine Corps officer). Because of this he was not able to successfully control his behavior.

(Go to page 113.)

Your Answer: d

b and c

Yes. Paragraphs b and c most accurately described MIDN Pope's mental health.

(Go to page 113.)

Your Answer: b

MIDN Pope did not function as a totality. His inability to solve his problems was indicated by inflexibility and inability to adapt. He was unable to control the relevant parts of his self.

MIDN Pope was unable to function as a totality as evidenced by his lack of control of the relevant parts of his self. His inflexibility and inability to adjust made it impossible for him to handle the situation he was faced with. Instead, he displayed a lack of control of his impulses, thoughts, acts, ideas and feelings.

Paragraph c also accurately discusses the condition of Pope's mental health. Let's look at it.

MIDN Pope was unable to accept his shortcomings. He could not accept the discrepancies that existed between his own human nature and his self-image. He could not integrate the reality "out there" (not being accepted into the Marine Corps) with that which existed internally (his self-image of himself as a Marine). His self-concept was not well formed because he was unable to successfully synthesize who he was (midshipman who was studying to be an officer), where he was (in the Naval Academy), and what he wanted to be (a Marine Corps officer). Because of this he was not able to successfully control his behavior.

(Go to page 113.)

Your Answer: a

Although MIDN Pope was disappointed, he still showed adequacy in interpersonal relationships and a concern for his environment.

MIDN Pope was disappointed and in his disappointment he did not show adequacy in interpersonal relationships. He was generally uncivil to everybody and particularly to those midshipmen who were accepted into the Marine Corps. He was not involved in positive, effective relationships, he did not promote others' welfare, and he did not participate in working with others for a mutual benefit. His concern was only for himself, not for his environment. He did not have a unifying outlook on life. Paragraphs "b" and "c" discuss the condition of MIDN Pope's mental health most accurately. Let's look at them.

As stated in b, MIDN Pope was unable to function as a totality as evidenced by his lack of control of the relevant parts of his self. His inflexibility and inability to adjust made it impossible for him to handle the situation he was faced with. Instead he displayed a lack of control of his impulses, thoughts, acts, ideas, and feelings.

In discussing c, we see that MIDN Pope was unable to accept his shortcomings. He could not accept the discrepancies that existed between his own human nature and his self-image. He could not integrate the reality "out there" (not being accepted into the Marine Corps) with that which existed internally (his self-image as a Marine). His self-concept was not well formed because he was unable to successfully synthesize who he was (midshipman who was studying to be an officer), where he was (in the Naval Academy), and what he wanted to be (a Marine Corps officer). Because of this he was not able to successfully control his behavior.

(Go to page 113.)

Your Answer: c

MIDN Pope was unable to integrate the reality "out there" and that which was internal. He did not accept himself and because his self-concept was not well formed, his behavior suffered.

MIDN Pope was unable to accept his shortcomings. He could not accept the discrepancies that existed between his own human nature and his self-image. He could not integrate the reality "out there" (not being accepted into the Marine Corps) with that which existed internally (his self-image as a Marine). His self-concept was not well formed because he was unable to successfully synthesize who he was (midshipman who was studying to be an officer), where he was (in the Naval Academy), and what he wanted to be (a Marine Corps officer). Because of this, he was not able to successfully control his behavior.

Paragraph b also accurately discusses the condition of Pope's mental health. Let's look at it.

MIDN Pope was unable to function as a totality as evidenced by his lack of control of the relevant parts of his self. His inflexibility and inability to adjust made it impossible for him to handle the situation he was faced with. Instead, he displayed a lack of control of his impulses, thoughts, acts, ideas, and feelings.

(Go to page 113.)

a. Your Answer: (1)

This statement is not accurate. It is now believed that the typical leader is not necessarily characterized as an extrovert or outgoing. Conversely, the leader is not necessarily characterized as an introvert or withdrawn. (Return to page 114.)

b. Your Answer: (1)

This statement is not true. It is now believed that age, weight, height and physique are considered insignificant and unreliable as indicators of leadership. (Return to page 114.)

c. Your Answer: (1)

Good. That is correct. (Go to page 123.)

a. Your Answer: (2)

Good. You are correct. (Return to page 114.)

b. Your Answer: (2)

Yes. You are right! (Return to page 114.)

c. Your Answer: (2)

Sorry. This statement is true. It is now believed that the technical skill in the work supervised is not as important as interest in directing the work of others and ability to reach objectives through their organized efforts. (Go to page 123.)

Three ensigns are assigned the task of assisting groups of enlisted men on the preparation of income tax forms. This is the first time many of the men have filled out the forms. ENS Bark says this to a group of men,

"All right men, when you fill out these forms I'm passing out, I want you to remember to take into account gross net income, dependents, and short and long term capital gains. I want these filled out by the end of the day and I'll review them for you."

ENS Spark makes this statement to his group, "This meeting was called for the purpose of discussing the preparation of your income tax forms. I have prepared an instruction sheet with definitions of the most frequently used terms on the income tax forms. This sheet also gives directions for filling out the most common income tax forms. Read this sheet over now and I will answer any questions that you have. If you have trouble filling out these forms I will be available in my quarters later in the day to answer questions."

ENS Lark, in talking to his group, says, "Ah ... Men. I am ah...passing out some income ah...tax forms. Fill these ah... out. I ah...will be around ah...if you need help."

Which ensign best communicates with the men, and, thus, indicates a positive relationship between mental ability and leadership?

a. ENS Bark (Go to page 127.)

b. ENS Spark (Go to page 126.)

c. ENS Lark (Go to page 125.)

Goode and Froemke report studies which conclude that certain characteristics are important for effective leadership. Let's look at these characteristics.

A wide range of scientific studies indicate that there is a positive relationship between mental ability and leadership. The leader, to be successful, must be able to convey his ideas to others. He is generally a shade more intelligent than his average follower. The followers of a leader who is vastly superior intellectually would probably have difficulty understanding him.

(Go to page 122.)

During summer cruise, three first-class midshipmen are in charge of midshipmen-manned gun crews conducting a live firing anti-aircraft drill. Each first classman has a crew which has an unusual amount of trouble getting the first round on the way and they can't sustain continuous fire. Each is talking with the midshipmen crew members after the drills are over.

This is MIDN Bawl talking: "You are the most incompetent, stupid and ridiculous men I have ever come across. What did you think you were doing?--you blew the whole thing."

MIDN Sage says: "All right. That gunnery drill was handled badly. We're all aware of this but remember--we all make mistakes. Let's review the situation and make sure it doesn't happen again."

This is MIDN LAKE speaking: "I hate to bring this up, gents, but you men handled that gunnery drill poorly. I like you guys but we don't want the skipper to hear of more situations like this."

Which midshipman demonstrates emotional maturity?

a. MIDN Bawl (Go to page 129.)

b. MIDN Sage (Go to page 130.)

c. MIDN Lake (Go to page 131.)

Your Answer c

ENS Lark

ENS Lark has trouble communicating with the enlisted men. He is of no assistance to the men at the meeting and is not clear as to where they can find him for help.

ENS Spark handles this situation with intelligence. He explains clearly the purpose of the meeting and aptly ensures that the enlisted men understand the income tax forms. We see here a good example of a positive relationship between mental ability and leadership.

(Go to page 128.)

Your Answer: b

ENS Spark

ENS Spark handles this situation with intelligence. He explains clearly the purpose of the meeting and aptly ensures that the enlisted men understand the income tax forms. We see here a good example of a positive relationship between mental ability and leadership.

(Go to page 128.)

Your Answer: a

ENS Bark

ENS Bark may understand the terms he is using with the men, but by not explaining them, he is, no doubt, adding to the confusion that many of the men feel. In this case, his superior intellect is impairing his leadership.

ENS Spark handles this situation with intelligence. He explains clearly the purpose of the meeting and aptly ensures that the enlisted men understand the income tax forms. We see here a good example of a positive relationship between mental ability and leadership.

(Go to page 128.)

The leader must have a wide general knowledge, a large number of aptitudes and must be broadly interested not only in the work in which he is involved, but in all the affairs of the organization of which he is a part. His primary interest is in planning and directing work.

The leader has an unusual facility with language. Because communication is essential to leadership, language facility has long been considered a key factor. The leader has greater vocabulary development. He expresses the attitudes of the group he leads more clearly and reliably than any other member. He speaks and writes simply, persuasively and understandably. He is also a very good listener.

The effective leader is emotionally mature. He displays a minimum of anti-social attitudes and shows an understanding of the limits of authority rather than arrogance when dealing with subordinates. The leader is detached and objective in his thinking and actions. He is relatively free from prejudice; he is self-disciplined, self-sufficient and well-adjusted to life and his part in it.

(Go to page 124.)

Your Answer: a

MIDN Bawl

MIDN Bawl demonstrates emotional immaturity. He displays prejudice and arrogance to the midshipmen in his crew.

MIDN Sage appears to be handling this situation with objectivity. He does not berate his crew or display arrogance. He is secure enough to handle the situation with tact and understanding.

(Go to page 133.)

Your Answer: b

MIDN Sage

MIDN Sage appears to be handling this situation with objectivity. He does not berate his crew or display arrogance. He is secure enough to handle the situation with tact and understanding.

(Go to page 133.)

Your Answer: c

MIDN Lake

MIDN Lake demonstrates that he is not self-sufficient or well adjusted to his part in life. He appears to be insecure in his role and is afraid that his crew will not like him. He is emotionally immature.

MIDN Sage appears to be handling this situation with objectivity. He does not berate his crew or display arrogance. He is secure enough to handle the situation with tact and understanding.

(Go to page 133.)

Which of the ensigns effectively handles the assigned task?

a. ENS Crantz (Go to page 135.)

b. ENS Land (Go to page 136.)

c. ENS Clark (Go to page 137.)

The leader has a powerful inner drive or motivation which impels him to strive for accomplishment. He likes his work, he perseveres and has a strong urge to excel and move up and onward. He is, in short, career-oriented. The leader has a marked inclination to be original and to use his own initiative. He is self-confident, seeks responsibility and is able to delegate. He is secure enough to share responsibility with others.

The leader is employee-centered. He relies heavily on his social skills. He knows how to get others to cooperate willingly with him and relies heavily on teamwork. The leader participates in more group activities and exhibits a higher rate of social mobility than nonleaders

The leader relies more heavily on his administrative skills than on his technical skills. He has a strong reality orientation and knows how to get things done. Other key factors related to this are: speed in decision making, common sense, alertness to environment and good judgment of people.

(Go to page 134.)

Three ensigns are each assigned the task of conducting a class on the applications of the computer in fire control systems. Each ensign's presentation will be described. Decide, from the descriptions, which ensign demonstrates good leadership by relying on administrative skills rather than technical skills.

Because ENS Crantz is technically proficient in computers, he demonstrates all the intricate complexities of the computer to the men. In his presentation he skips from one concept to another and then back again to the first. Most of his presentation is unrelated to fire control systems and those parts that are related are buried under long discussions of very complicated aspects of the computer.

Although ENS Land is not technically proficient in computers, he organizes a program which is comprehensive in coverage. He recruits the help of computer systems personnel in planning and presenting the program. In organizing the program he investigates the backgrounds of the men in the class to know their level of sophistication on the application of the computers in fire control systems.

ENS Clark gets very nervous worrying about this assignment and thinks his whole career depends on it, although he has had no indication from his superiors that he has been performing badly. He mumbles during the presentation and, in his efforts to ensure that the men like him, he cracks a lot of jokes. Consequently, he does not finish the presentation in the allotted time.

(Go to page 132.)

Your Answer: a

ENS Crantz

ENS Crantz is not effective as a leader in this situation. He relies more heavily on his technical skills than on administrative skills. His presentation is unorganized and he is unaware of the level of the class' sophistication on the subject.

ENS Land relies more heavily on his administrative skills than on his technical skills. He shows good judgment by involving computer systems personnel and by investigating the level of the class' sophistication on the subject.

(Go to page 139.)

Your Answer: b

ENS Land

ENS Land relies more heavily on his administrative skills than on his technical skills. He shows good judgment by involving computer systems personnel and by investigating the level of the class' sophistication on the subject.

(Go to page 139.)

Your Answer: c

ENS Clark

ENS Clark does not effectively handle the task. His anxiety is unrealistic and his attempts to make the class like him prevent him from accomplishing the mission.

ENS Land relies more heavily on his administrative skills than on his technical skills. He shows good judgment by involving computer systems personnel and by investigating the level of the class' sophistication on the subject.

(Go to page 139.)

MIDN SMART thinks very little of people whom he considers less intelligent than himself. He deals with all situations with pomposity and breaks regulations that he feels apply only to keep the "stupid" people in line.

MIDN NAMBY is afraid to break any rule although he feels that some are unnecessary. He tries hard to be friends with everyone. He agrees with everything his superiors say even when asked to express his own opinion which does differ.

MIDN GOOD is a hard-working, good-hearted midshipman who finds time to meet with any classmate who expresses a need. He believes that rules are necessary and adheres to them and expects others to adhere also.

Which of the three midshipmen described above best conforms to the personality pattern of the Navy?

a. MIDN Smart (Go to page 142.)

b. MIDN Namby (Go to page 141.)

c. MIDN Good (Go to page 140.)

The leader possesses excellent health. This is accompanied by a high energy level. He never seems to get tired.

The leader is impulsive. He is able to make decisions quickly and is willing to take risks. He rarely has doubts about his decision and doesn't worry about making wrong decisions.

The leader makes the organization the focus of his life. He is not diverted by other normal pursuits, such as family or recreation.

The leader tends to conform to the personality pattern of the organization. In general, he uses his creative ability less than someone in an unstructured situation.

(Go to page 138.)

Your Answer: c

MIDN Good

MIDN Good best conforms to the personality pattern of the Navy.

(Go to page 147.)

Your Answer: b

MIDN Namby

MIDN Namby is not a complete person. He needs to be liked by subordinates and superiors and because of this he is afraid to act alone. MIDN Good conforms to the personality pattern of the Navy.

(Go to page 147.)

Your Answer: a

MIDN Smart

MIDN Smart does not conform to the personality pattern of the Navy. He treats people he considers less intelligent than himself with arrogance and blatantly breaks the rules. MIDN Good conforms to the personality pattern of the Navy.

(Go to page 147.)

Do you agree that the statements statements below accurately describe leadership characteristics?

(Check your response before considering the next statement.)

a. The leader is intelligent.

b. The leader is interested only in the work he is doing

c. The leader has a facility with language.

d. The leader is emotionally mature.

e. The leader is career-oriented.

f. The leader is self-centered.

g. The leader relies heavily on his technical skills.

h. The leader possesses excellent health.

i. The leader is slow in making decisions.

j. The organization is the focus of the leader's life.

k. The leader conforms to the personality pattern of the organization.

(1) Agree (Go to page 144, 145.)

(2) Disagree (Go to page 146, 148.)

a. Your Answer: (1) Agree

Good. That is correct. (Return to page 143.)

b. Your Answer: (1) Agree

This statement is not true. The effective leader is broadly interested not only in the work in which he is directly involved, but also interested in all the affairs of the organization of which he is a part. The leader also possesses a wide general knowledge and a large number of aptitudes. (Return to page 143.)

c. Your Answer: (1) Agree

Yes. You are right! (Return to page 143.)

d. Your Answer: (1) Agree

You are correct. (Return to page 143.)

e. Your Answer: (1) Agree

Good. That is correct. (Return to page 143.)

f. Your Answer: (1) Agree

Sorry. The leader is not noticeably self-centered. He is subordinate-oriented. He relies heavily on his social skills in order to get others, for example, his subordinates, to cooperate and work willingly with him. The leader participates in more group activities and exhibits a higher rate of social mobility than nonleaders. (Return to page 143.)

g. Your Answer: (1) Agree

You are wrong. The leader relies more heavily on his administrative skills than on his technical skills. He has a strong reality orientation and knows how to get things done. He uses his administrative or organizational skills rather than his technical skills to get things done. (Return to page 143.)

h. Your Answer: (1) Agree

Good. That is correct! (Return to page 143.)

i. Your Answer: (1) Agree

No. The leader is not slow in making decisions; he is impulsive. He is able to make decisions quickly and is willing to take risks. He rarely worries about the decisions he has made. (Return to page 143.)

j. Your Answer: (1) Agree

Yes. You are right. (Return to page 143.)

k. Your Answer: (1) Agree

That is correct. (Go to page 150.)

a. Your Answer: (2) Disagree

You should have agreed. There is a positive relationship between mental ability and leadership. The effective leader is able to communicate with others and he is generally a shade more intelligent than his average follower. A leader of markedly superior intellect probably has difficulty conveying his ideas to his followers. Therefore, the effective leader is generally intelligent but not of exceptional intellect. (Return to page 143.)

b. Your Answer: (2) Disagree

Good. That is correct. (Return to page 143.)

c. Your Answer: (2) Disagree

You are wrong. The leader does have an unusual facility with language. He has greater vocabulary development than most and speaks and writes simply, persuasively and understandably. He is also a good listener. (Return to page 143.)

d. Your Answer: (2) Disagree

That is not right. The effective leader is emotionally mature. This means he does not display antisocial attitudes and shows an understanding of the limits of authority rather than arrogance. He is relatively free from prejudice; he is self-disciplined, self-sufficient and well-adjusted to life and his part in it. (Return to page 143.)

A command, a unit or an individual must try to ensure continued development and improvement of effective leadership practices. It is important to recognize strong qualities and develop them fully. These strong qualities will then outweigh any weak qualities.

(Go to page 143.)

e. Your Answer: (2) Disagree

Sorry. The leader is career-oriented. He is highly motivated and he likes his work. He works hard and wants to excel and move up and onward. He is self-confident, seeks responsibility and is able to delegate. (Return to page 143.)

f. Your Answer: (2) Disagree

Good. That is correct. (Return to page 143.)

g. Your Answer: (2) Disagree

Yes. You are right! (Return to page 143.)

h. Your Answer: (2) Disagree

No. The leader generally possesses excellent health. This is usually accompanied by a high energy level. When compared with nonleaders, he never seems to get tired. (Return to page 143.)

i. Your Answer: (2) Disagree

Yes. You are right. (Return to page 143.)

j. Your Answer: (2) Disagree

No. The leader makes the organization the focus of his life. He is not diverted by other normal pursuits, such as family or recreation. (Return to page 143.)

k. Your Answer: (2) Disagree

Sorry. The leader tends to conform to the personality pattern of the organization. In general he is lacking in creative ability and thus, adjusts easily to the organization prototype. (Go to page 150.)

Examine these statements for validity as they relate to MIDN Pflugger and the leadership characteristics reported in research studies.

Do you feel that the statements are true or false?

a. Because MIDN Pflugger is not an extrovert while at the Naval Academy he is not a good leader.

   1) True (Go to page 151.)

   2) False (Go to page 152.)

b. MIDN Pflugger has a facility with language.

   1) True (Go to page 151.)

   2) False (Go to page 152.)

c. MIDN Pflugger has a powerful inner drive which impels him to strive for accomplishment.

   1) True (Go to page 151.)

   2) False (Go to page 152.)

d. Because he is physically average, MIDN Pflugger's chances of becoming an effective leader are lessened.

   1) True (Go to page 151.)

   2) False (Go to page 152.)

e. MIDN Pflugger tends to make the organization the focus of his life.

   1) True (Go to page 151.)

   2) False (Go to page 152.)

FLYING PFLUGGER

MIDN 1/c Pflugger is a physically average midshipman. He participates in sports activities no more than required. He has difficulty academically in the technical engineering subjects, but the professional military subjects give him no trouble at all. Pflugger has driving ambitions--first, to be an Academy graduate; secondly, to become the best aviator in the Navy. Because of academic difficulties, Pflugger does not appear to be the most effective leader while at the Academy. He doesn't drag much; and he isn't a joiner. Pflugger devotes what free time and money he has to getting his private pilot's license during his first class year. Although Pflugger doesn't voluntarily join in the bull sessions, he willingly listens to others' problems and he offers his sincere assistance. He always seems to be able to cut through the minutiae and isolate the real problems, and expresses himself clearly. Pflugger has a great respect for the Academy regulations and manages to get through four years without a single demerit.

Upon graduation, Pflugger is assigned to Naval aviation. It is no surprise to those immediately around him at the Academy that he earns the reputation he deserves--the best aviator in the Navy. The removal of the academic restraints opens new areas for Pflugger and he becomes the organizer, the extracurricular whiz, the dynamic leader.

(Go to page 149.)

a. Your Answer: (1) True

No. This is a fallacy. It is no longer believed that a leader is necessarily characterized as an extrovert. The fact that MIDN Pflugger is not an extrovert does not mean that he is not a good leader. (Return to page 149.)

b. Your Answer: (1) True

Good. That is correct. (Return to page 149.)

c. Your Answer: (1) True

Yes. You are right! (Return to page 149.)

d. Your Answer: (1) True

This is not true. It is no longer believed that age, weight, height and physique are significant and reliable as indicators of leadership ability. Therefore, MIDN Pflugger's physical size has no relation to his effectiveness as a leader. (Return to page 149.)

e. Your Answer: (1) True

Yes, that statement is true. (Go to page 153.)

a. Your Answer: (2) False

Good. You are correct. (Return to page 149.)

b. Your Answer: (2) False

No. There is evidence that MIDN Pflugger has a facility in language. This is one of the characteristics reported in research studies of effective leaders. He is able to listen to others and express himself clearly. (Return to page 149.)

c. Your Answer: (2) False

You are wrong. MIDN Pflugger is strongly motivated to strive for accomplishment. He wants to be an Academy graduate, which he works hard to accomplish, and he wants to be the best aviator in the Navy. He spends his free time and money working toward this goal. This drive to accomplish is one of the qualities of leadership that has been found in research studies. (Return to page 149.)

d. Your Answer: (2) False

Good. You are correct. (Return to page 149.)

e. Your Answer: (2) False

No. MIDN Pflugger tends to make the organization the center of his life. He spends his free time and money striving toward the accomplishment of one of his goals--becoming the best aviator in the Navy. He doesn't date much while at the Academy because he is working toward his organization-oriented goals. He has a great respect for the Academy regulations and manages to get through his four years without a demerit. This tendency to make the organization the center of his life is a characteristic of leadership found in research studies. (Go to page 153.)

This completes Part Twelve, Segment II.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment II (Remediation)

Generally Recognized Characteristics of
an Effective Leader

Intrinsically Programed Booklet

(HHIPB)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

NOTE

This portion of Segment II is designed for those students who fail to attain the criterion level of 80% on the Progress Check. Here, students will be directed to specific locations, depending upon Progress Check item(s) missed, for Remediation through additional leadership situational examples not found in the Main Text.

THE PEARLY PIER

MIDN Pearl, OOD aboard a YP, moves his ship alongside a pier. His orders to the helmsman are clear, concise and are kept to a minimum. The ship is berthed smartly and rapidly with no confusion.

(Go to page 155.)

Do you feel that, in the example just given, MIDN Pearl has exhibited each of the leadership qualities listed? (Check your reponse to each before proceeding.)

a. Moral responsibility
b. Loyalty
c. Devotion to duty
d. Professional knowledge
e. Self-confidence, initiative and ingenuity
f. Ability to organize and make decisions
g. Personal example and conduct
h. Discipline and smartness
i. Imagination
j. Reliability
k. Cooperation
l. Self-expression (oral)
m. Self-expression (written)

(1) Yes (Go to page 156, 157.)

(2) No (Go to page 158, 159.)

a. Your Answer: (1)

No. There is no evidence of moral responsibility being demonstrated in this example. Remember, moral responsibility is that quality of possessing personal codes of conduct which do not permit a leader to exploit his abilities and his position to the detriment of his fellowmen. (Return to page 155.)

b. Your Answer: (1)

Sorry. Loyalty: a true, strong, faithful devotion to one's country, one's superiors, and one's subordinates is not displayed in this example. (Return to page 155.)

c. Your Answer: (1)

There is no evidence of devotion to duty in this example. Devotion to duty is defined as the loyalty to the job or position one holds; each officer and enlisted man is expected to place duty above self. In this example, MIDN Pearl is performing in a training situation, something which all midshipmen do. This is a job he is required to do, and as such, it cannot be construed that he is exerting extra effort. (Return to page 155.)

d. Your Answer: (1)

Good. That is correct. (Return to page 155.)

e. Your Answer: (1)

Good. You are right! (Return to page 155.)

f. Your Answer: (1)

Yes, you are right. (Return to page 155.)

g. Your Answer: (1)

You are correct! (Return to page 155.)

h. Your Answer: (1)

Yes. You are right. (Return to page 155.)

i. Your Answer: (1)

Sorry. Imagination, resourcefulness, creativeness and the capacity to plan constructively, are not evidenced in this example. (Return to page 155.)

j. Your Answer: (1)

Good. That is correct. (Return to page 155.)

k. Your Answer: (1)

Yes. That is correct. (Return to page 155.)

l. Your Answer: (1)

You are right! (Return to page 155.)

m. Your Answer: (1)

No. There is no indication of the quality of written self-expression in this example. (Go to page 162.)

a. Your Answer: (2)

Good. That is correct. (Return to page 155.)

b. Your Answer: (2)

Yes. That is correct. (Return to page 155.)

c. Your Answer: (2)

You are right! (Return to page 155.)

d. Your Answer: (2)

Not so. MIDN Pearl does display professional knowledge in this example. First of all, he accomplishes the mission of berthing the ship. Secondly, he does this with a minimum number of orders and with no confusion. MIDN Pearl demonstrates that he has a thorough knowledge of his job. (Return to page 155.)

e. Your Answer: (2)

No. Because MIDN Pearl is able to accomplish the mission of berthing the ship with no confusion and he does not show any signs of becoming rattled while doing it, he exhibits self-confidence and the ability to use his knowledge. (Return to page 155.)

f. Your Answer: (2)

By accomplishing the mission of berthing the ship perfectly, MIDN Pearl indicates that he is able to coordinate the efforts of his men to achieve the goal. He displays good judgment and the ability to make appropriate decisions quickly. (Return to page 155.)

g. Your Answer: (2)

You are wrong. Because MIDN Pearl accomplishes the mission in an efficient and professional manner, he leads by personal example and conduct. However, there is no discussion of his military bearing. (Return to page 155.)

h. Your Answer: (2)

No. MIDN Pearl berths the ship rapidly and with no confusion. It is smartly done by the crew and the precision with which he handles the problem indicates the quality of smartness. (Return to page 155.)

i. Your Answer: (2)

Good. That is correct. (Return to page 155.)

j. Your Answer: (2)

MIDN Pearl displays reliability by getting the job done. He is dependable and exhibits thoroughness in meeting his responsibilities. (Return to page 155.)

k. Your Answer: (2)

Sorry. The way in which the mission is accomplished, with the orders clear, concise and kept to a minimum, indicates that there is cooperation between MIDN Pearl and the helmsman. (Return to page 155.)

l. Your Answer: (2)

No. MIDN Pearl gives clear and concise orders which are obviously understood and the mission is accomplished. This is an indication of the ability to express oneself orally. (Return to page 155.)

m. Your Answer: (2)

Good. That is correct. (Go to page 162.)

Considering the situation just stated, do you feel that each of the statements below is accurate as it pertains to LT Mane?

(Check your response to each before considering the next statement.)

a. LT Mane displays professional knowledge.

b. LT Mane demonstrates courage.

c. LT Mane exhibits the quality of cooperation.

d. LT Mane does demonstrate the quality of reliability.

e. LT Mane is self-confident.

f. LT Mane is able to organize and make decisions.

g. LT Mane exhibits the quality of leadership by personal example conduct, and proper military bearing.

(1) Yes (Go to page 163, 164.)

(2) No (Go to page 161.)

a. Your Answer: (2)

You are incorrect. LT Mane displays professional knowledge in this example because all the evolutions are effectively carried out. Everything is run on time and all emergencies are handled properly. (Return to page 160.)

b. Your Answer: (2)

Good. That is correct. (Return to page 160.)

c. Your Answer: (2)

Yes. You are right. (Return to page 160.)

d. Your Answer: (2)

You should have said yes. LT Mane does demonstrate reliability. He is dependable and thorough in completing his tasks. (Return to page 160.)

e. Your Answer: (2)

You are right! (Return to page 160.)

f. Your Answer: (2)

Sorry. It is implied that LT Mane is able to organize and make decisions in this example. He demonstrates the ability to coordinate the efforts of his men by having the evolutions run smoothly and by handling all emergencies appropriately. (Return to page 160.)

g. Your Answer: (2)

Good. You are correct. (Go to page 203.)

MANGY MANE

LT Mane is OOD for the weekend while his ship is in port. All evolutions are carried out--chow is at the right time, the church call is on time, colors are on time, and all emergencies are handled appropriately. While on duty, LT Mane appears unshaven, in a dirty, wrinkled uniform, and generally looks unkempt. He also treats his watch team with disrespect.

(Go to page 160.)

a. Your Answer: (1)

Yes. That is correct. (Return to page 160.)

b. Your Answer: (1)

You should have said no. This situation does not require courage and therefore there is no evidence of this quality being demonstrated. (Return to page 160.)

c. Your Answer: (1)

Sorry. LT Mane has not established cordial relations with his watch team and indicates an inability and unwillingness to work in harmony with others. Thus, we see a lack of cooperation. (Return to page 160.)

d. Your Answer: (1)

Good. That is correct. (Return to page 160.)

e. Your Answer: (1)

No. LT Mane displays arrogance by showing no respect for his watch team. This can indicate a lack of self-confidence. (Return to page 160.)

f. Your Answer: (1)

Good. That is correct. (Return to page 160.)

g. Your Answer: (1)

You should have said no. LT Mane does not display the quality of leadership by personal example and conduct, nor does he display proper military bearing. His personal appearance and his treatment of the watch team are a dishonor and disgrace to the uniform he is wearing.

(Go to page 203.)

STROMMER'S WATERLOO

Marine 2-LT Strommer graduates from the Academy without difficulty. He was raised in the Navy; his father is an Admiral. When Strommer receives his commission in the Marine Corps he is overwhelmed with the privileges and the sudden financial independence, and has difficulty living within the schedules imposed by the school he is attending at Quantico. Although he misses classes, wears rumpled uniforms and generally conducts himself in a manner most unbecoming an officer and a gentleman, 2-LT Strommer sees himself as a good Marine officer. The Marine Corps gives him notice that unless he gets himself squared away, the Corps will revoke his commission. His behavior does not improve and he is removed from the Corps.

(Go to page 166.)

From the statements below select the one that best discusses 2-LT Strommer's mental health.

a. 2-LT Strommer is mentally healthy as indicated by his well-defined independence and acceptance of self. (Go to page 170.)

b. 2-LT Strommer does not regulate himself. This indicates a poor integration of the parts of his self. He does not control his behavior from within. (Go to page 169.)

c. 2-LT Strommer is aware of the reality "out there" and has a clarity of self-image. He has a strong inner identity. (Go to page 168.)

d. All of the above (Go to page 171.)

e. None of the above (Go to page 172.)

Select the paragraph from those below that best discusses the state of 2-LT Sinker's mental health.

a. 2-LT Sinker has lost touch with reality. He fails to integrate the real world with his self-image and demonstrates a lack of flexibility. He does not integrate the parts of his self so there is no balance among the psychic forces. (Go to page 174.)

b. Although 2-LT Sinker has lost touch with the civilian world, he is able to synthesize who he is, where he is, and what he wants to be. He integrates his immediate environment with his self-concept. (Go to page 176.)

c. 2-LT Sinker demonstrates independence and acceptance of self but fails to effectively balance the real world and his self-concept. (Go to page 175.)

Your Answer: c

2-LT Strommer is aware of the reality "out there" and has a clarity of self-image. He has a strong inner identity.

2-LT Strommer's actions indicate that he is not aware of the reality "out there" as well as that which exists internally. He obviously has doubts about his inner identity. Statement b best describes 2-LT Strommer's mental health. Let's see why.

2-LT Strommer is unable to regulate himself from within. He does not successfully synthesize who he is (newly commissioned officer with freedoms and financial independence), where he is (School at Quantico with an imposed schedule), and what he wants to be (presumably an officer). This indicates a poor integration of the parts of his self.

(Go to page 173.)

Your Answer: b

2-LT Strommer does not regulate himself. This indicates a poor integration of the parts of his self. He does not control his behavior from within.

You are right. 2-LT Strommer is unable to regulate himself from within. He does not successfully synthesize who he is (newly commissioned officer with freedoms and financial independence), where he is (School at Quantico with an imposed schedule), and what he wants to be (presumably an officer). This indicates a poor integration of the parts of his self.

(Go to page 173.)

Your Answer: a

2-LT Strommer is mentally healthy as indicated by his well-defined independence and acceptance of self.

2-LT Strommer may appear very independent. However, does his behavior indicate the ability to conform to the behavioral norms of society by remaining free to choose whether or not to conform and by remaining free to depend on his own potentialities for his own continued growth? Strommer's actions are self-destructive and, as such, they indicate an inability to conform to the behavioral norms of society by choice. Strommer's behavior indicates that he is unable to accept his own human nature as it differs from his self-image. He appears to be acting out against the discrepancies that exist.

Let's look at the correct discussion of Strommer's mental health, statement b.

2-LT Strommer is unable to regulate himself from within. He does not successfully synthesize who he is (newly commissioned officer with freedoms and financial independence), where he is (School at Quantico with an imposed schedule), and what he wants to be (presumably an officer). This indicates a poor integration of the parts of his self.

(Go to page 173.)

Your Answer: d

All of the above

Not all of the statements are accurate descriptions of 2-LT Strommer's mental health. Statements a and c are inaccurate. Let's look at these first and then look at the appropriate discussion--statement b.

In a, 2-LT Strommer may appear very independent. However, does his behavior indicate the ability to conform to the behavioral norms of society by remaining free to choose whether or not to conform and by remaining free to depend on his own potentialities for his own continued growth? Strommer's actions are self-destructive and, as such, they indicate an inability to conform to the behavioral norms of society by choice. Strommer's behavior indicates that he is unable to accept his own human nature as it differs from his self-image. He appears to be acting out against the discrepancies that exist.

In c, 2-LT Strommer's actions indicate that he is not aware of the reality "out there" as well as that which exists internally. He obviously has doubts about his inner identity. Statement b best describes 2-LT Strommer's mental health. Let's see why.

2-LT Strommer is unable to regulate himself from within. He does not successfully synthesize who he is (newly commissioned officer with freedoms and financial independence), where he is (School at Quantico with an imposed schedule), and what he wants to be (presumably an officer). This indicates a poor integration of the parts of his self.

(Go to page 173.)

Your Answer: e

None of the above

No. One of the statements is an appropriate description of 2-LT Strommer's mental health. This is statement b. Let's look at it and see why.

2-LT Strommer is unable to regulate himself from within. He does not successfully synthesize who he is (newly commissioned officer with freedoms and financial independence), where he is (School at Quantico with an imposed schedule), and what he wants to be (presumably an officer). This indicates a poor integration of the parts of his self.

(Go to page 173.)

GUNG HO GYRENE

Arnold Sinker, trained in the best of the military prep schools in this country and at Heidelberg University in Germany, volunteers for duty in the Marine Corps. He is accepted and commissioned a second lieutenant. Shortly after he completes Basic School, it is obvious that this officer has not simply joined the Corps, he has "married" the Corps. He discards all his civilian clothing and wears nothing but uniforms, changing these at least twice daily. Initially he does not buy a car, feeling it is very unmilitary to ride when he can walk. When it is necessary for him to acquire personal transportation, he buys a Cadillac and has it painted Marine Green. When the Marine Corps refuses to outfit his platoon with dress blues, Sinker, because he is independently wealthy, personally pays for the blues. He wants his men to appear and act like perfect Marines.

All his men respect him. He is hard but fair. 2-LT Sinker pushes them to perform excellently at all times; he tolerates nothing less. He performs many volunteer services, playing the organ for chapel services, organizing choirs, arranging parties for the underprivileged.

2-LT Sinker, however, has only limited contact with the world outside the Marine Corps. He interacts with the civilian world only when he is ordered. His commanding officer, for example, finds it necessary to order Sinker to buy civilian clothes to wear to a party instead of his uniform. 2-LT Sinker buys the civilian clothes only because it is an order.

(Go to page 167.)

Your Answer: a

2-LT Sinker has lost touch with reality. He fails to integrate the real world with his self-image and demonstrates a lack of flexibility. He does not integrate the parts of his self so there is no balance among the psychic forces.

Paragraph a is the best description of the state of 2-LT Sinker's mental health. He has lost touch with the real world of society as a whole. His self-image appears to be one of a tough Marine who always achieves excellence. This indicates an inability to accept his shortcomings. He requires excellence also in his men. This striving for perfection connotes inflexibility and makes it impossible for Sinker to adapt successfully even to the Marines. For example, he is unable to accept the fact that the Corps refuses to supply his platoon with dress blues. What would he have done if he were not independently wealthy?

(Go to page 180.)

Your Answer: c

2-LT Sinker demonstrates independence and acceptance of self but fails to effectively balance the real world and his self-concept.

2-LT Sinker does not demonstrate independence and acceptance of self. He only interacts with the civilian world when ordered. He demonstrates that he is unable to accept the discrepancies between his own human nature and his self-image. His self-image appears to be one of a tough, perfect Marine. He is unable to accept any shortcomings in himself or his men. For these reasons, he is incapable of effectively balancing the real world (civilian and military societies) and his self-concept.

(Go to page 180.)

Your Answer: b

Although 2-LT Sinker has lost touch with the civilian world, he is able to synthesize who he is, where he is, and what he wants to be. He integrates his immediate environment with his self-concept.

Is paragraph b really accurate? 2-LT Sinker has lost touch with the civilian world and to a certain extent has lost touch with the Marine Corps world. He does not fully synthesize who he is, where he is and what he wants to be. His self-image appears to be one of a tough, perfect Marine. This self-image does not fit with who he actually is--a man, like every man, with shortcomings. His perception of where he is is also out of kilter. His world is limited to his narrow vision of the Marine Corps. He does not even adjust completely to the Corps. For example, he does not accept the decision that his platoon must go without dress blues. Thus, we see that he is unable to integrate not only the total environment, but also his immediate environment with his self-concept.

(Go to page 180.)

From the discussions below, select the one that best describes MIDN McCracken's mental health.

a. MIDN McCracken has a well developed self-concept as indicated by a successful synthesis of who he is, where he is and what he wishes to do. (Go to page 178.)

b. MIDN McCracken is aware of the reality "out there" as well as that which exists internally. He shows acceptance of himself by accepting the discrepancies between his own human nature and his self-image. (Go to page 179.)

c. MIDN McCracken demonstrates self-regulation. His behavior is determined not only by external forces but is dictated also from within. (Go to page 181.)

d. All of the above (Go to page 183.)

e. None of the above (Go to page 182.)

Your Answer: a

MIDN McCracken has a well developed self-concept as indicated by a successful synthesis of who he is, where he is and what he wishes to do.

MIDN McCracken does have a well developed self-concept. He is able to successfully synthesize who he is (plebe who is no longer number one), where he is (Naval Academy with hundreds of other number ones), and what he wishes to do (become a naval officer).

Paragraphs b and c also describe MIDN McCracken's mental health. Let's examine them.

MIDN McCracken is aware of the reality of the Academy environment (he is no longer number one as he was in his high school) and his self-image (number one in scholastics as well as athletics). He is able to accept these discrepancies and function at the Academy.

MIDN McCracken demonstrates self-regulation. The three aspects of self-regulation are self-control, self-respect, and self-direction. McCracken is able to adjust to the Academy environment without losing control. He indicates self-direction by deciding what he wishes to do, become a naval officer. In the process, there is no indication that he has lost his self-respect. This indicates an ability to adjust and to solve problems.

(Go to page 185.)

Your Answer: b

MIDN McCracken is aware of the reality "out there" as well as that which exists internally. He shows acceptance of himself by accepting the discrepancies between his own human nature and his self-image.

MIDN McCracken is aware of the reality of the Academy environment (everyone else is number one) and his self-image (number one in scholastics as well as athletics). He is able to accept these discrepancies and function at the Academy. Paragraphs a and c also describe MIDN McCracken's mental health. Let's look at them.

MIDN McCracken does have a well developed self-concept. He is able to successfully synthesize who he is (plebe who is no longer number one), where he is (Naval Academy with hundreds of number ones), and what he wishes to do (become a naval officer).

MIDN McCracken demonstrates self-regulation. The three aspects of self-regulation are self-control, self-respect, and self-direction. McCracken is able to adjust to the Academy environment without losing control. He indicates self-direction by deciding what he wishes to do, become a naval officer. In the process, there is no indication that he has lost his self-respect. This indicates an ability to adjust and to solve problems.

(Go to page 185.)

CRACKERJACK McCRACKEN

George McCracken reports to the Academy from a small-town high school. During his high school years, McCracken was number one in scholastics as well as athletics. He outshone all competition for the Congressional appointment. MIDN McCracken enjoyed his position of excellence in high school and adjusted well to this position. When he reports to the Academy, McCracken discovers that there are hundreds of other midshipmen who were captains of high school athletic teams and valedictorians of their classes. He discerns, in short, number one at home is not number one at the Naval Academy. McCracken quickly realizes that performing at the Academy is going to be quite different from his high school situation. He knows that he wants to be a naval officer and quickly adapts his behavior and his goals to fit into the Academy environment.

(Go to page 177.)

Your Answer: c

MIDN McCracken demonstrates self-regulation. His behavior is determined not only by external forces but is dictated also from within.

MIDN McCracken demonstrates self-regulation. The three aspects of self-regulation are self-control, self-respect, and self-direction. McCracken is able to adjust to the Academy environment without losing control. He indicates self-direction by deciding what he wishes to do, become a naval officer. In the process, there is no indication that he has lost his self-respect. This indicates an ability to adjust and to solve problems. Paragraphs a and b also describe MIDN McCracken's mental health. Let's examine them.

MIDN McCracken does have a well developed self-concept. He is able to successfully synthesize who he is (plebe who is no longer number one), where he is (Naval Academy with hundreds of other number ones), and what he wishes to do (become a naval officer).

MIDN McCracken is aware of the reality of the Academy environment (everyone else is number one) and his self-image (number one in scholastics as well as athletics). He is able to accept these discrepancies and function at the Academy.

(Go to page 185.)

Your Answer: e

None of the above

No. All of the paragraphs adequately describe MIDN McCracken's mental health. All of them indicate that McCracken is able to successfully synthesize who he is (plebe who is no longer number one), where he is (Naval Academy with hundreds of other number ones), and what he wishes to do (become a naval officer). He is able to accept the discrepancies between his own human nature and his self-image. Because he maintains self-control, self-respect, and self-direction, he is able to regulate his behavior from within. This indicates an ability to adjust and to solve problems.

(Go to page 185.)

Your Answer: d

All of the above

You are right. All of the above paragraphs discuss MIDN McCracken's mental health. All of them indicate that McCracken is able to successfully synthesize who he is (plebe who is no longer number one), where he is (Naval Academy with hundreds of other number ones), and what he wishes to do (become a naval officer). He is able to accept the discrepancies between his own human nature and his self-image. Because he maintains self-control, self-respect, and self-direction, he is able to regulate his behavior from within. This indicates an ability to adjust and to solve problems.

(Go to page 185.)

From the following, select the one that best explains mental health in relation to ENS Jess.

a. ENS Jess indicates a concern for his environment. This is demonstrated by a regard for other people and by a unifying outlook on life. He has a rich self-concept as indicated by his ability to effectively combine who he is, where he is, and what he wants to do. (Go to page 190.)

b. ENS Jess shows somewhat of a concern for his environment as demonstrated by his regard for other people and by a unifying outlook on life. However, his primary concern is satisfying his own needs and he does not successfully integrate this with his concern for others. (Go to page 188.)

c. ENS Jess demonstrates that he functions as a totality. He maintains self-control through the integration of all the relevant parts of his self. This is signified by his ability to adapt. Growth motivation is another indicator of his mental health; he demonstrates an interest in developing a sense of commitment. (Go to page 189.)

d. a and c (Go to page 187.)

e. None of the above (Go to page 186.)

JESS AND THE JAW

After graduating from the Naval Academy, ENS Jess is assigned to a heavy cruiser for his first duty. The cruiser is commanded by a Captain who believes in giving all junior officers, especially new ensigns, another plebe year. ENS Jess realizes that this is a peculiarity of this particular skipper and not necessarily representative of the entire Navy. Jess accepts the minor harassment and does an outstanding job in his regular duties and all additional duties assigned. He does not pass the harassment to his subordinates but he shows continuing and increasing concern for the welfare of all the men in his section. ENS Jess indicates his desire to further his career in the Navy by choosing additional schooling, more sea duty and varied shore duty. When ENS Jess departs the ship on permanent change of station orders, he has no ill feelings toward the "upperclassman" skipper. He feels, instead, that he has learned a valuable lesson. He is sure that when he is a commanding officer he will not use the same techniques.

(Go to page 184.)

Your Answer: e

None of the above

No. There are two paragraphs that accurately describe ENS Jess's mental health. These are a and c. Let's look at each one of these.

As stated in a, ENS Jess does indicate a concern for his environment. His continuing and increasing regard for the welfare of his men typifies this. Concern for his environment is also indicated by his unifying outlook on life. He establishes long-range goals that are central to his personal existence (for example, he expresses a desire to further his career in the Navy), he establishes rich personal relationships (for example, he is able to get along well with his men), demands challenging work (for example, he chooses additional schooling, more sea duty and varied shore duty), and he develops a sense of responsibility (for example, he does an outstanding job in the regular and additional duties assigned). ENS Jess is able to synthesize who he is (a newly commissioned ensign), where he is (aboard a ship run by an "upper-classman" Captain), and what he wants to do (further his career in the Navy).

In paragraph c. ENS Jess shows flexibility and an ability to adjust to the situation at hand. This indicates that he is able to function as a totality. He maintains self-control as demonstrated by his ignoring the minor harassment of the Captain. A person who is not self-controlled might lose his temper and be insubordinate to the Captain. Jess adjusts to this. He also exhibits mental health by becoming involved in more challenging work. He develops a sense of commitment. He chooses additional schooling, more sea duty, and varied shore duty. He makes the best of the situation he is in.

(Go to page 203.)

Your Answer: d

a and c

You are right. Paragraphs a and c best describe ENS Jess's mental health. ENS Jess indicates a concern for his environment as seen by his regard for others and his unifying outlook on life. He is able to synthesize who he is, where he is, and what he wants to do. Because of this, he is able to adapt to the situation involving the "upperclassman" skipper. He also demonstrates that he is mentally healthy by developing a sense of commitment and involving himself in more challenging and more interesting work. He chooses additional schooling, more sea duty, and varied shore duty.

(Go to page 203.)

Your Answer: b

ENS Jess shows somewhat of a concern for his environment as demonstrated by his regard for other people and by a unifying outlook on life. However, his primary concern is satisfying his own needs and he does not successfully integrate this with his concern for others.

Paragraph b is not an accurate description of ENS Jess's mental health. ENS Jess does show a concern for his environment; his continuing and increasing regard for the welfare of his men typifies this. It appears that ENS Jess has successfully balanced satisfying his own needs and his concern for others. This is indicated by his unifying outlook on life. He establishes long-range goals that are central to his personal existence (for example, he expresses a desire to further his career in the Navy), he establishes rich personal relationships (for example, he is able to get along well with his men), he demands challenging work (for example, he chooses additional schooling, more sea duty, and varied shore duty), and he develops a sense of responsibility (for example, he does an outstanding job in the regular and additional duties assigned). Thus, we see that paragraph b is fallacious. His primary concern is not satisfying his own needs because he has successfully integrated satisfying his own needs with his concern for others.

ENS Jess shows flexibility and an ability to adjust to the situation at hand. This indicates that he is able to function as a totality. He maintains self-control as demonstrated by his ignoring the minor harassment of the Captain. A person who is not self-controlled might lose his temper and be insubordinate to the Captain. ENS Jess adjusts to this. He also exhibits mental health by becoming involved in more challenging work. He develops a sense of commitment. He chooses additional schooling, more sea duty and varied shore duty. He makes the best of the situation he is in. Paragraphs a and c best describe Jess's mental health.

(Go to page 203.)

Your Answer: c

ENS Jess demonstrates that he functions as a totality. He maintains self-control through the integration of all the relevant parts of his self. This is signified by his ability to adapt. Growth motivation is another indicator of his mental health; he demonstrates an interest in developing a sense of commitment.

ENS Jess shows flexibility and an ability to adjust to the situation at hand. This indicates that he is able to function as a totality. He maintains self-control as demonstrated by his ignoring the minor harassment of the Captain. A person who is not self-controlled might lose his temper and be insubordinate to the Captain. ENS Jess adjusts to this. He also exhibits mental health by becoming involved in more challenging work. He develops a sense of commitment. He chooses additional schooling, more sea duty, and varied shore duty. He makes the best of the situation he is in.

Paragraph a also explains mental health in relation to ENS Jess. Let's look at it.

ENS Jess does indicate a concern for his environment. His continuing and increasing regard for the welfare of his men typifies this. Concern for his environment is also indicated by his unifying outlook on life. He establishes long range goals that are central to his personal existence (for example, he expresses a desire to further his career in the Navy), he establishes rich personal relationships (for example, he is able to get along well with his men), demands challenging work (he chooses additional schooling, more sea duty and varied shore duty), and he develops a sense of responsibility (for example, he does an outstanding job in the regular and additional duties assigned). ENS Jess is able to synthesize who he is (a newly commissioned ensign), where he is (aboard a ship run by an "upperclassman" Captain), and what he wants to do (further his career in the Navy).

(Go to page 203.)

900

Your Answer: a

ENS Jess indicates a concern for his environment. This is demonstrated by a regard for other people and by a unifying outlook on life. He has a rich self-concept as indicated by his ability to effectively combine who he is, where he is, and what he wants to do.

ENS Jess does indicate a concern for his environment. His continuing and increasing regard for the welfare of his men typifies this. Concern for his environment is also indicated by his unifying outlook on life. He establishes long-range goals that are central to his personal existence (for example, he expresses a desire to further his career in the Navy), he establishes rich personal relationships (for example, he is able to get along well with his men), he demands challenging work (for example, he chooses additional schooling, more sea duty and varied shore duty), and he develops a sense of responsibility (for example, he does an outstanding job in the regular and additional duties assigned). ENS Jess is able to synthesize who he is (a newly commissioned ensign), where he is (aboard a ship run by an "upperclassman" Captain), and what he wants to do (further his career in the Navy).

Paragraph c also describes mental health in relation to ENS Jess. Let's examine it.

ENS Jess shows flexibility and an ability to adjust to the situation at hand. This indicates that he is able to function as a totality. He maintains self-control as demonstrated by his ignoring the minor harassment of the Captain. A person who is not self-controlled might lose his temper and be insubordinate to the Captain. Jess adjusts to the demands of the situation. He also exhibits mental health by becoming involved in more challenging work. He develops a sense of commitment. He chooses additional schooling, more sea duty and varied shore duty. He makes the best of the situation he is in.

(Go to page 203.)

MURRAY THE MARVEL

Marine 1-LT Murray always looks squared away, even after four days in the field. Murray is this way in the field, in the barracks, at his home, or on liberty. He always sets an immaculate example in military appearance.

Murray is equally as well organized in his approach to any problem. He never ignores a problem, he solves it. If a decision is needed quickly he never loses his composure, he resolves the problem. Several of his ideas have been submitted to research and development and adopted for general use. Murray has a sharp mind that he uses for practical solutions and he has great organizational ability.

He uses initiative with good judgment. He cannot sit idle. There is always something that has to be done or a better way to do old things.

When higher headquarters needs a junior officer with imagination and know-how, they don't ask for volunteers--they ask for Murray.

It is understandable that when computers are introduced into the military, 1-LT Murray volunteers for computer training and quickly becomes the Corps expert in the computer field.

(Go to page 192.)

Examine these statements for validity as they relate to 1-LT Murray and to the leadership characteristics reported in research studies.

Determine whether the statements are true or false.

a. Because 1-LT Murray relies more heavily on his technical skills than on his administrative skills he is an effective leader.

   1) True (Go to page 195.)

   2) False (Go to page 199.)

b. 1-LT Murray, although an effective leader, is not emotionally mature.

   1) True (Go to page 196.)

   2) False (Go to page 199.)

c. 1-LT Murray possesses a wide, general knowledge and a large number of aptitudes.

   1) True (Go to page 199.)

   2) False (Go to page 197.)

d. 1-LT Murray is impulsive

   1) True (Go to page 199.)

   2) False (Go to page 198.)

Examine these statements for validity as they relate to MIDN Wimar and to the leadership characteristics reported in research studies.

Determine whether each statement is true or false.

a. There is a positive relationship between MIDN Wimar's mental ability and his leadership effectiveness.

b. MIDN Wimar's physical stature is reliable as an indicator of his leadership ability.

c. MIDN Wimar has a wide general knowledge and is interested in the affairs of the organization.

d. MIDN Wimar has an unusual facility in language.

e. MIDN Wimar is highly motivated and this impels him to strive for accomplishment.

f. MIDN Wimar is self-centered and uses his social skills only to better himself.

g. MIDN Wimar conforms to the personality pattern of the organization.

1) True (Go to page 200.)

2) False (Go to page 201, 202.)

THE WONDERFUL WORLD OF WIMAR

MIDN 1/c Wimar is the most effective leader in the brigade of midshipmen and it is only proper that he is the brigade six striper. Even as a plebe, MIDN Wimar's physical stature, 6' and 240 pounds, commands immediate attention.

MIDN 1/c Wimar has a high IQ and he can communicate with any group and can adjust easily to any situation. He can make official reports in proper military terminology or he can hold a gathering of his classmates spellbound with storytelling. He displays confidence in himself and pride in the Naval Academy. He sets the example and the pace in academics as well as athletics. He is an unselfish individual, always willing to help anyone who needs assistance. He gives freely of his time in organizing extra-curricular activities. When an organizer is needed, Wimar is present.

There is no doubt in MIDN Wimar's mind as to what he wants to do upon graduation--become the best submarine skipper in the fleet. As a matter of fact, Wimar became a submarine skipper, and because of his effectiveness as a leader, he was deep selected on three occasions and moved about five years ahead of his contemporaries in promotion opportunities.

(Go to page 193.)

Your Answer: a-(1)

True

This statement is not accurate. Research findings indicate that an effective leader relies more heavily on his administrative skills than on his technical skills. This is true of 1-LT Murray. He demonstrates a strong orientation to reality and he knows how to get things done. He is able to make decisions and displays great organizational ability. He uses initiative and good judgment.

(Return to page 192 and answer the next question.)

Your Answer: b-(1)

True

A characteristic of an effective leader is emotional maturity. This has been reported in research studies. 1-LT Murray appears to be self-disciplined, self-sufficient and well-adjusted to life and his part in it, and is, thus, emotionally mature.

(Return to page 192 and answer the next question.)

Your Answer: c-(2)

False

1-LT Murray does show a wide general knowledge and a large number of aptitudes. This quality is an indicator of effective leadership as reported in several research studies. 1-LT Murray shows an interest in all aspects of the Marine Corps; he submits ideas to research and development and volunteers to learn about computers.

(Return to page 192 and answer the next question.)

Your Answer: d-(2)

False

1-LT Murray is impulsive. He makes decisions quickly when necessary without losing his composure and without appearing worried about being wrong. Several research studies have reported this to be a characteristic of effective leadership.

(Go to page 194.)

Right!

Have you answered all the questions on page 192?

(If so, turn to page 194.)

(If not, return to page 192.)

a. Your Answer: (1)

Good. That is correct. (Return to page 193.)

b. Your Answer: (1)

No. One of the popularly held beliefs about leadership that has been invalidated by recent research studies is that age, weight, height, and physique are reliable indicators of leadership ability. This is not true. These factors have been found to be insignificant and unreliable as indicators of leadership. MIDN Wimar's physical stature is insignificant as a sign of his leadership ability. (Return to page 193.)

c. Your Answer: (1)

Good. You are right. (Return to page 193.)

d. Your Answer: (1)

Yes. That is correct. (Return to page 193.)

e. Your Answer: (1)

Again, you are correct. (Return to page 193.)

f. Your Answer: (1)

Sorry. MIDN Wimar is not self-centered and does not use his social skills only to better himself. He does rely heavily on his social skills in an effort to get others to cooperate willingly so that tasks can be accomplished as a team effort. Research studies have found that a leader is one who is employee-centered. He is one who leans heavily on social skills so that group efforts can be better coordinated. (Return to page 193.)

g. Your Answer: (1)

Good. That is correct! (Go to page 203.)

a. Your Answer: (2)

No. Results from research studies indicate that there is a positive relationship between mental ability and leadership. We can see this characteristic in the description of MIDN Wimar. He has a high IQ and is able to communicate with any group. He is able to convey his ideas to others.(Return to page 193.)

b. Your Answer: (2)

Good. That is correct. (Return to page 193.)

c. Your Answer: (2)

Sorry. Research has found that a leader has a wide, general knowledge, a large number of aptitudes, and is broadly interested not only in his work but in the affairs of the organization with which he is connected. MIDN Wimar does display a wide general knowledge and an interest in the affairs of the organization. Not only does he do well in academics and athletics at the Academy, he also involves himself in extra-curricular activities. (Return to page 193.)

d. Your Answer: (2)

That is not correct. MIDN Wimar displays an unusual facility in language. This is one of the characteristics of effective leadership reported in research studies. Wimar is able to make reports using military terminology and can hold a group of classmates spellbound with stories. It is evident that he speaks and writes simply, persuasively and understandably. (Return to page 193.)

e. Your Answer: (2)

No. MIDN Wimar is career-oriented. He displays a powerful inner drive which impels him to strive for accomplishment. This is a characteristic of leaders reported in research studies. He is highly motivated to become the best submarine skipper in the fleet. He works hard at the Academy, doing well academically and athletically. Upon graduation he continues to work hard and is rewarded by several early promotions. He is well on the way to achieving his goal. (Return to page 193.)

f. Your Answer: (2)

Yes. You are correct. (Return to page 193.)

g. Your Answer: (2)

Sorry. MIDN Wimar does conform to the personality of the naval organization. This is a characteristic of leaders reported in research studies. He is proud of the Naval Academy and he sets the example of Navy standards in academics as well as athletics. (Go to page 203.)

This is the end of Part Twelve, Segment II.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment II

Generally Recognized Characteristics of an Effective Leader

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

GENERALLY RECOGNIZED CHARACTERISTICS OF AN EFFECTIVE LEADER

PROGRESS CHECK

Question 1.

LTJG Thompson was the Assistant Damage Control Officer aboard the carrier USS Fischer. To ensure that all fire parties and repair parties maintained their equipment in compliance with standards of readiness, safety, and efficiency, LTJG Thompson held frequent inspections and drills. Time was of the essence, and LTJG Thompson heavily emphasized it. Tardiness and disinterest were not tolerated. LTJG Thompson demanded no more of his men than he did of himself. The men of both the fire parties and repair parties completely understood what was expected of them.

Select the generally recognized qualities of leadership exemplified by LTJG Thompson.

a. Moral responsibility; loyalty

b. Personal example and conduct; self-discipline and intelligence

c. Self-expression; imagination

d. Cooperation; professional knowledge

Question 2.

Select the statement which best defines moral responsibility.

a. Moral responsibility is the responsibility an officer feels toward those individuals who are adversely affected by his actions as an individual.

b. Moral responsibility is an officer's code of conduct which permits him to exploit the abilities of his subordinates for the good of the Navy.

c. Moral responsibility is that personal responsibility an officer possesses as a result of religious practice and character guidance classes instituted by the Armed Forces.

d. Moral responsibility is a personal code of conduct which does not permit leaders to exercise their abilities and positions to the detriment of their fellowmen.

Question 3.

Select one of the following which correctly distinguishes moral courage from physical courage.

a. The difference between moral and physical courage is that moral courage is exhibited both in peace and war while physical courage is only exhibited in war situations.

b. The difference between moral and physical courage is that moral courage is a quality which enables one to do what he ought to do regardless of the consequences to himself, while physical courage is a quality which enables a man to conquer fear and concentrate on the mechanics of fighting.

c. The difference between moral and physical courage is that moral courage is difficult to obtain, while physical courage comes naturally--a man either has it or he doesn't have it.

d. The difference between moral and physical courage is that moral courage is a quality which enables a man to conquer fear and concentrate on the mechanics of fighting, while physical courage is a quality which enables one to do what he ought to do regardless of the consequences to himself.

Question 4.

Select the statement which correctly defines industry.

a. The dependability and thoroughness exhibited in meeting responsibilities

b. The ability and willingness to work harmoniously with others

c. Resourcefulness, creativeness, and the capacity to plan constructive activities for subordinates

d. The zeal exhibited and energy applied in the performance of one's duties

Question 5.

Marine LT Davis led the second platoon of Delta Company. For five months the platoon had operated in Thua Thien Province protecting the rice harvest, conducting search and destroy missions, and attacking the Viet Cong infrastructure. LT Davis was an aggressive leader who no longer held any illusions about his capabilities. He did not lead his men into extremely dangerous situations simply to prove himself. When one of his new men breached discipline or hesitated to perform under fire, LT Davis did not ridicule him harshly but talked to him with firm understanding. LT Davis took a great interest in his men and attempted to protect their best interests within the limits of his organizational power.

From the following, select the one which correctly describes the characteristic(s) of mental health displayed by LT Davis.

a. LT Davis had a healthy self-concept and a strong sense of identity.

b. LT Davis' behavior was determined by the unusual situations that arose.

c. LT Davis had the ability to regulate his behavior from within.

d. Both a and c

Question 6.

Select the statement which correctly identifies one or more characteristics of mental health.

a. Mental health includes devotion to duty and concern for the environment.

b. Mental health includes the balancing of psychic forces, and the regulation of behavior from within.

c. Mental health includes bodily cleanliness as an accurate indicator of mental attitudes.

d. Mental health includes attitudes toward death, living, and physical incapacitation.

Question 7.

Select the statement which is a measurable dimension of a person's mental health.

a. Acceptance of his own nature, with all its discrepancies from the ideal image, without feeling real concern

b. Acceptance of a self-aggrandizing approach to interpersonal relations

c. Acceptance of the limited growth potential which is evident in the investment in living.

d. Interest in developing growth motivation before realizing a sense of identity

Question 8.

LT Jurgens is in charge of aircraft maintenance aboard the carrier USS Fletcher. He organized his division into specialty groups based both on his subordinates' respective skills and the types of aircraft employed on the carrier. To cope with unusual situations, such as heavily damaged F-4's, LT Jurgens selected certain individuals and supervisors. After the completion of the task the men returned to their routine duties. Other teams were established for special situations. More often than not, men belonged to more than one team in addition to their usual responsibilities.

This effective organization was accepted easily by his subordinates because the men felt LT Jurgens was exceptionally adept and constantly sought to work out the many practical difficulties which resulted from his new system. Through discussion and study, LT Jurgens overcame most of the significant obstacles.

Select the characteristics of effective leadership which LT Jurgens exhibited.

a. The leader is more interested in doing than planning.

b. The leader relied on his administrative skills to a greater extent than his technical skills.

c. The leader possessed developed technical skills.

d. The leader was of superior intelligence.

Question 9.

From the following select the one which correctly describes emotional maturity.

a. Emotional maturity is characterized by self-discipline, self-sufficiency, respect for authority, and the capacity for objective thought and action.

b. Emotional maturity is characterized by the ability of an individual to differentiate the good from the bad, and to persevere when faced with difficulty.

c. Emotional maturity is characterized by subjective analysis and selective social attitudes.

d. Both b and c

Question 10.

Select the statement which correctly describes the relationship between mental ability and leadership.

a. A wide range of scientific studies indicates that there is a negative relationship between mental ability and leadership.

b. A wide range of scientific studies indicates that there is an inverse relationship between mental ability and leadership.

c. A wide range of scientific studies indicates that there is a positive relationship between mental ability and leadership.

d. A wide range of scientific studies indicates that there is a proportionate relationship between mental ability and leadership.

Twelve/II/RPF INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT II

REMEDIATION TEXT Intrinsically Programed Booklet-VOL-XII-B

ITEM	ANSWER	REMEDIATION REFERENCE
1	b *	Pages B14-S19; B37-S49; B162-S203
2	d	Pages B2-S19
3	b	Pages B24-S25
4	d	Pages 61, 62 & 65; 69, 68 & 75
5	d	Pages B71-S82; B185-S191
6	b	Pages B82-S103
7	a	Pages B82-S103
8	b	Pages B113-S122
9	a	Pages B165-S180; B191-S194
10	c	Pages B180-S185; B191-S194; B194-S203
11		
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* B-page to begin on; follow page instructions to stop page indicated.
S-stop at this page;

PROGRAM FRAME ANSWERS

PART TWELVE

Segment II

PROGRAM FRAME ANSWERS

PART Twelve SEGMENT II TYPE Intrinsically Programed Booklet PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
7	c
8	a
14	d
22	d
28	b
27	b
36	b
47	a
50	d
55	a-1
55	b-1
55	c-1
55	d-1
55	e-1
55	f-1
55	g-2
55	h-1
55	i-1
55	j-1
55	k-2
55	1-1
55	m-1

QUESTION PAGE	CORRECT ANSWER
55	n-1
55	o-1
55	p-1
62	a-2
62	b-2
62	c-1
62	d-1
62	e-2
62	f-2
62	g-2
62	h-1
62	i-2
68	a-2
68	b-2
68	c-1
68	d-1
68	e-1
68	f-2
68	g-1
68	h-1
68	i-1
68	j-1

QUESTION PAGE	CORRECT ANSWER
68	k-1
68	1-1
68	m-2
72	c
87	b
88	a
93	c
105	c
112	d
114	a-2
114	b-2
114	c-1
122	b
124	b
132	b
138	c
143	a-1
143	b-2
143	c-1
143	d-1
143	e-1
143	f-2

QUESTION PAGE	CORRECT ANSWER
143	g-2
143	h-1
143	i-2
143	j-1
143	k-1
149	a-2
149	b-1
149	c-1
149	d-2
149	e-1

PROGRAM FRAME ANSWERS

PART Twelve SEGMENT II TYPE Intrinsically Programed Booklet (Remediation) PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
155	a-2
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155	c-2
155	d-1
155	e-1
155	f-1
155	g-1
155	h-1
155	i-2
155	j-1
155	k-1
155	l-1
155	m-2
160	a-1
160	b-2
160	c-2
160	d-1

QUESTION PAGE	CORRECT ANSWER
160	e-2
160	f-1
160	g-2
166	b
167	a
177	d
184	d
192	a-2
192	b-2
192	c-1
192	d-1
193	a-1
193	b-2
193	c-1
193	d-1
193	e-1
193	f-2
193	g-1